

3rd Generation IDP for Bojanala Platinum District Municipality



Integrated Planning & Performance

FINAL VERSION: BOJANALA PLATINUM DISTRICT MUNICIPALITY: IDP 2012/17

2012/17



The 3rd Generation Integrated Development Plan states the status Quo of the District Municipality while also articulating the strategies and programmes that will be launched in the next five years for the development of the entire jurisdiction of the Bojanala Region. It is developed in line with the requirements of the Constitution and the Local Government: Municipal Systems Act 32 of 2000 as amended.

BPDM
PO Box 1993, Rustenburg, 0300
014 590 4500/02/13
086 506 7284



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1 EXECUTIVE MAYOR'S FOREWORD

The Municipal Systems Act, 32 of 2000, in Section 34, makes provision for a municipality to, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-

- Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- Aligns resources and capacity of the municipality with the implementation of the plan;
- Form the policy framework and general basis on which annual budgets must be based;
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The 2012/17 IDP is built on the **first and second Generation IDPs** that were adopted immediately after the 2000 and 2006 local government elections. The two Generations of IDPs provided five year strategic framework for respective Councils' terms of office. They, as well this one will, had taken the following into account:

- Provisions of the Municipal Systems, Structures and Financial Management Acts, including
- The Provincial and District Growth and Development Strategy;
- IDPs of local municipalities in the district.
- The Mid Year Budget and Performance Assessment issues.

Priorities and objectives in this IDP will inform the Top Layer Service Delivery and Budget Implementation Plan which will be published on an annual basis to form the basis of a contract between the Bojanala Platinum District Council its community, stakeholders and partners. The Top Layer SDBIP will be complemented by a more detailed SDBIP based on each department's annual service delivery plan. Lastly each Director will enter into a performance agreement with the municipality to ensure that service delivery targets are met.

Monitoring tools for the implementation of the IDP will include, Monthly Budget Statements that will be submitted to the Executive Mayor and Provincial Treasury, Quarterly reports to Council reporting on service delivery and the financial state of the municipality, midyear budget and performance assessment, and annual reports.

These reports, once adopted by Council, are public documents and will be made available to ward communities through ward councillors. They will also be published in the municipality's website.



2 MUNICIPAL PROFILE

2.1 GEOGRAPHY AND DEMOGRAPHICS OF THE DISTRICT

Bojanala Platinum District Municipality is a Category C municipality situated in the north-eastern part of North West province. The District Municipality includes the five Category B municipalities of Kgetleng Rivier, Madibeng, Moretele, Moses Kotane and Rustenburg. The information in the table below summarizes the geographic and demographic profile of the Bojanala Platinum District.

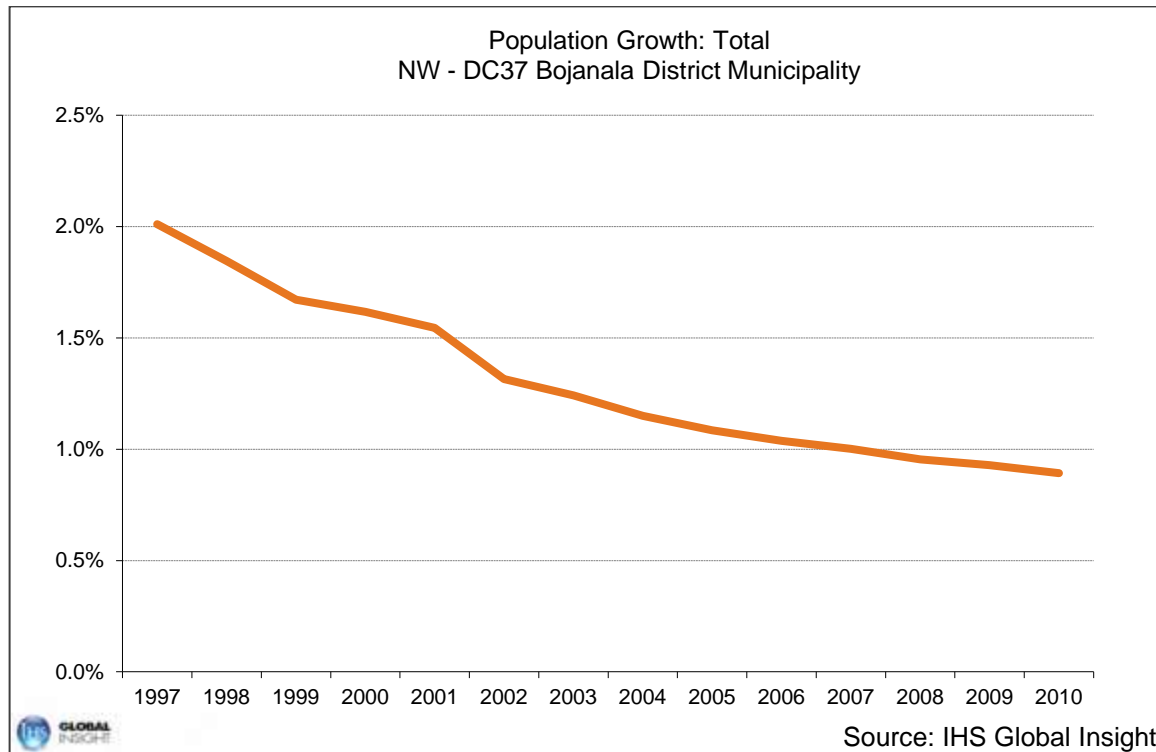
Table 1.1: Demographic profile of the district

| Demographic Profile of Bojanala by 2010 | | | | | | | | |
|---|------------|-----------|-----------------|----------------|-----------------|----------------|-----------------|-----------------|
| Total population | | | | | | | | |
| | RSA | NW | BPDM (DC 37) | MLM (D 371) | LMoM (D 372) | RLM (D 373) | KRLM (D 374) | MKLM (D 375) |
| 2006 | 47 889 378 | 3 384 836 | 1 275 060 | 182 252 | 365 750 | 446 545 | 39 276 | 241 238 |
| 2010 | 49 780 934 | 3 489 740 | 1 323 921 | 185 306 | 377 057 | 475 226 | 40 477 | 245 854 |
| Total Number of households | | | | | | | | |
| 2006 | 13 019 744 | 892 122 | 357 192 | 43 189 | 106 355 | 132 400 | 11 133 | 64 114 |
| 2010 | 13 416 349 | 904 164 | 364 331 | 42 911 | 107 562 | 138 609 | 11 308 | 63 940 |
| Size of area (km ²) | | | | | | | | |
| | 1 221 246 | 106 710 | 18 370 | 1 382 | 3 847 | 3 430 | 3 981 | 5 731 |

The **total estimated 2006 population** of the Bojanala Platinum District Municipality was approximately 1 275 060 persons and 357 192 households, and from the data by IHS Global Insights these have increased to 1.323 921 and 364 331 by **2010** respectively.



Figure 1.1: Annual Population Growth Rate 2006-2010



The **annual growth rate** of the Bojanala Platinum district Municipality has been decreasing since the year 1997, from a high of **2% in 1997 to an under zero value of 0.9% in 2010**. A very sharp decline in population growth rate was experienced in the district between the years 2000 and 2002 with the significant negative outliers being experienced in the Moses Kotane and the Moretele local Municipalities. The two local municipalities recorded their lowest growth values of -0.00042% and -0.2% respectively between the given periods of 2000 to 2002.

The kinked decline between the year 2000 and 2002 can be explained by the re-demarcation of one of the highly concentrated and economically productive away from the Moretele Local Municipality (Temba, Hammanskraal) and the LM of Madibeng (Ga-Rankuwa, Mabopane etc) and other peri-urban areas were re-demarcated into Tshwane in the year 2006, the same year in which the Moretele local municipality reached its lowest population growth rate of -0.2% which shows a particularly large exodus. An inexplicable phenomenon kink is also realisable in the Moses Kotane LM as well around the period under review.



Figure 1.2(a): Age profile of the BPDM population- 2006

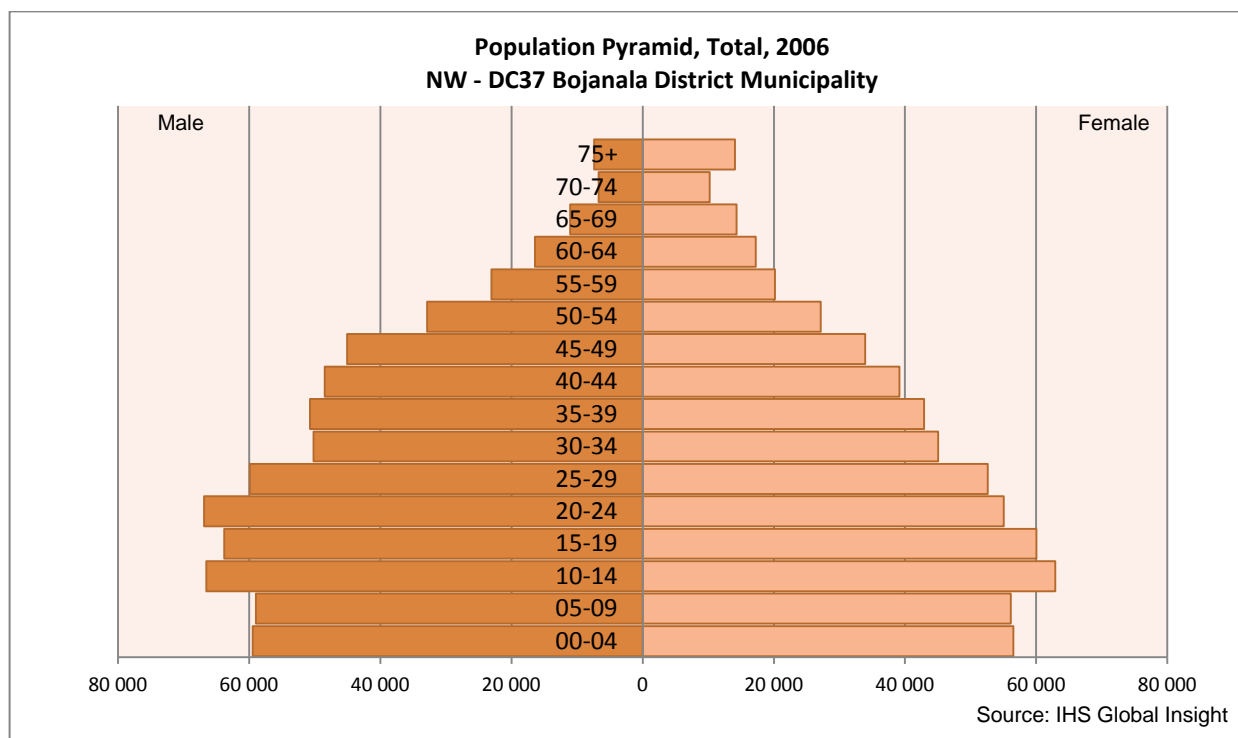
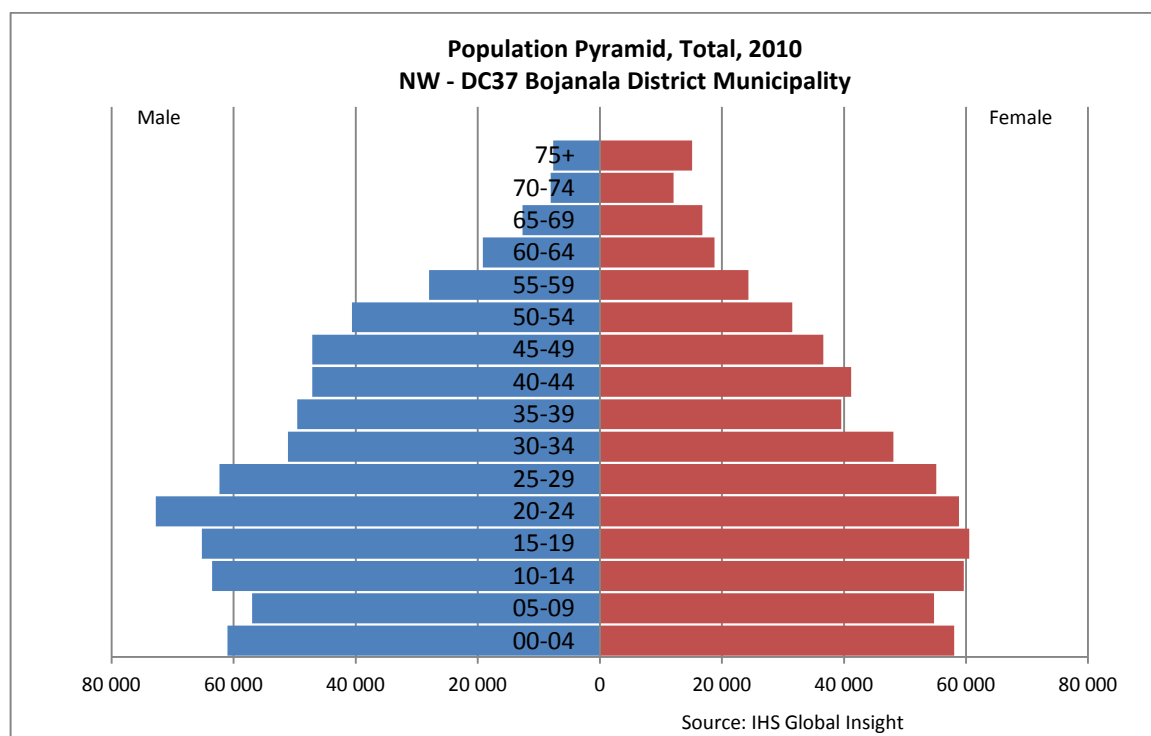


Figure 1.2(b): Age profile of the BPDM population- 2010





BPDM population pyramid shows that the district has consistently been having a higher number of young adults aged between 20 and 24 to any other age bracket after the year 2006. The males within this age bracket make up the highest number of the population at a value of 72 743 and females at 58 860. At the top of the pyramid it indicates that more females than males reach the senior citizens bracket. Past the age of 59, there are now either an equal or more number of females to males in the district.

Further there is a phenomenon of the age 20 – 24 bracket showing a significant level of growth since 2006, and this explained by the following:

- Inward migration (centrifugal forces);
- “Graduation” of a sizeable cohort in the 15 – 19 bracket into the bracket above.

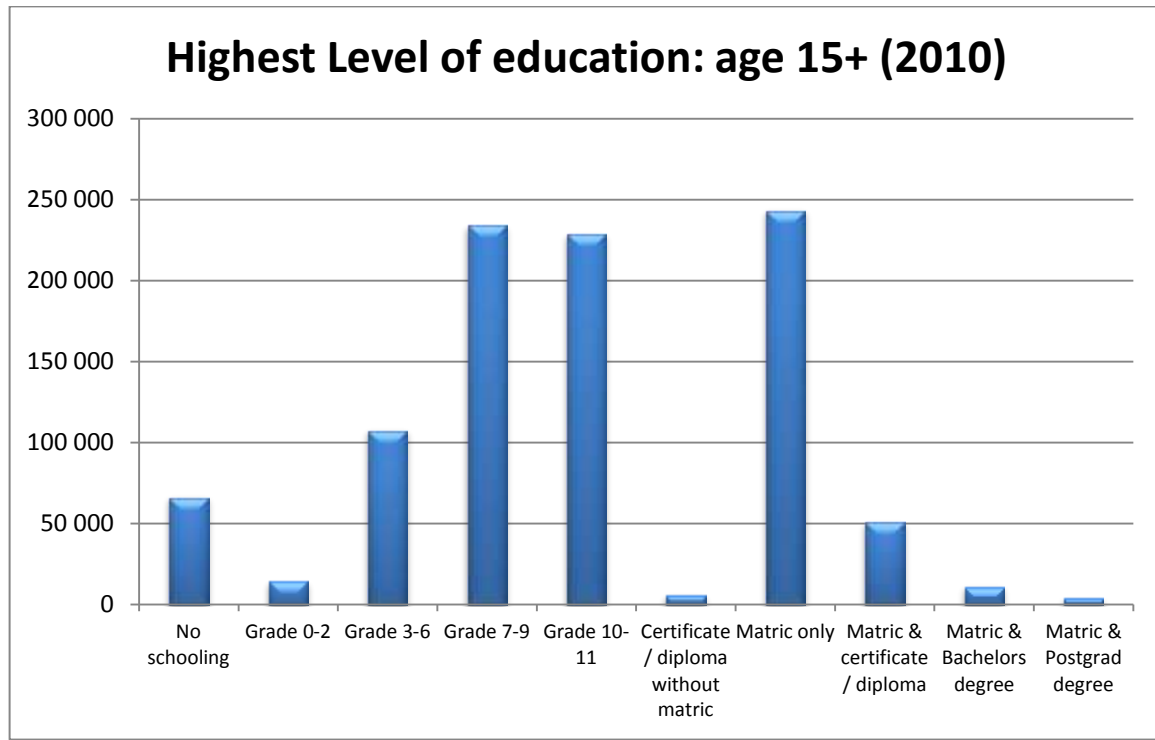
Figure 1.3: Gender profile of the Bojanala Platinum District Municipality population

| GENDER PROFILE OF THE BPDM MUNICIPALITY - 2010 | | | | | | |
|---|-----------|---------|---------|---------|--------|---------|
| GENDER | BPDM | MLM | LMoM | RLM | KRLM | MKLM |
| Male | 674 503 | 91 186 | 192 741 | 246 900 | 19 691 | 123 985 |
| Female | 613 332 | 91 560 | 175 857 | 207 844 | 19 906 | 118 164 |
| Total | 1 287 835 | 182 746 | 368 598 | 454 745 | 39 598 | 242 149 |
| | | | | | | |
| GENDER PROFILE OF THE BPDM MUNICIPALITY in % - 2010 | | | | | | |
| GENDER | BPDM | MLM | LMoM | RLM | KRLM | MKLM |
| Male | 52.37 | 49.90 | 52.29 | 54.29 | 49.73 | 51.20 |
| Female | 47.63 | 50.10 | 47.71 | 45.71 | 50.27 | 48.80 |
| Total | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 |

The overall BPDM population gender composition of persons over the age of 15 stands at 52% males and 48% females. In total there are estimated to be 674 503 males and 613 332 females in the district as at the year 2010. Only three of the five local municipalities exhibit a dominance of the males to females.



Figure 1.4: Education status of the BPDM population



The figure above also reflects a significant progress in the reduction of persons with little or no schooling, while there was also an increase by 2010 of persons who completed grade 12. The challenge still remains with the skilled level group of persons with Matric & Bachelors Degree and those with Matric plus Postgraduate degrees. The latter two are significant cohorts as they are able to feed the skills requirements of the economy at tertiary level/sectors such as trade, finance and manufacturing.

The education status of the population older than 15 years of age indicates that the literacy levels have been increasing in the district. There are visible results of the initiatives such as the Adult Based Education Centres (ABET) and FET Colleges. The district's functional literacy level in 2010 was 73.8%. The labour market would now be characterised by individuals with literacy, language, and basic trade skills although most would have no experience or official registration to the trade. The district however still lacks a lot of professionals. It is only 0.46% of the population older than 15 that holds a postgraduate qualification. The district should campaign more for further education, access to tertiary institutions should be improved as most of these are some distance from the district. Only 6.86% of the population has had no schooling and in total 19.51% of the population over the age 15 can be regarded as functionally illiterate. At the local municipalities' levels, Rustenburg boasts the highest functional literacy level and Kgetleng the lowest with both respectively at 78.3% and 56.7%.

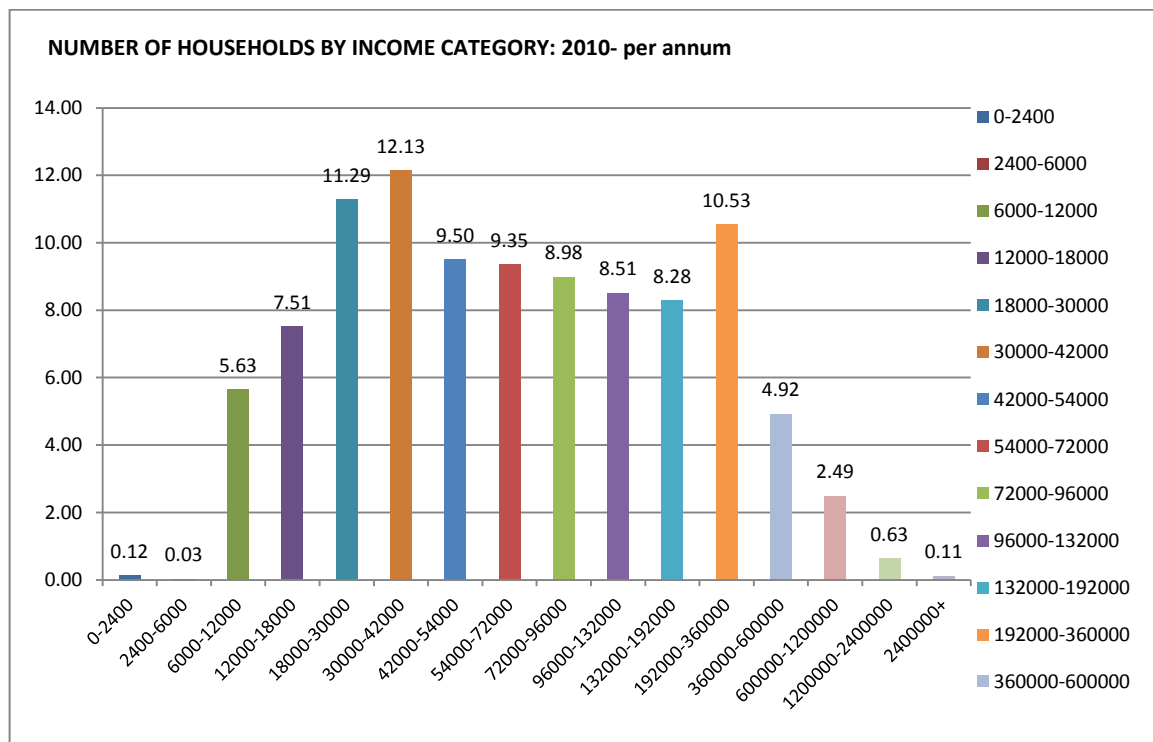


More support should be given to the socio-economic development initiatives that improve the overall skills endowment of the district.

2.2 AFFORDABILITY

The information depicted in Figure 1.5 illustrates that a significant stride has been made since the minimum wage principle has been followed. It shows only 0.12% of the households within the municipality earn less than R2400 per household per annum. As much as 13.29% of the BPDM households have a less than 18 000 annual income which amounts to 1 500 per month. Currently on the national scale the lowest earning employee is a domestic worker who works 27 hrs or less a week and is allowed to earn a minimum monthly wage of 974.49 amounting to 11 693.88 per annum which would then be the entire household income if he/she ran a household alone. It is as many as 59.76% of the households that earn between 2 5000 and 10 000 per month in the district. On the slightly higher income scale of 11 000 and above there are a count of 26.96% of all households.

Figure 1.5 : Monthly household income

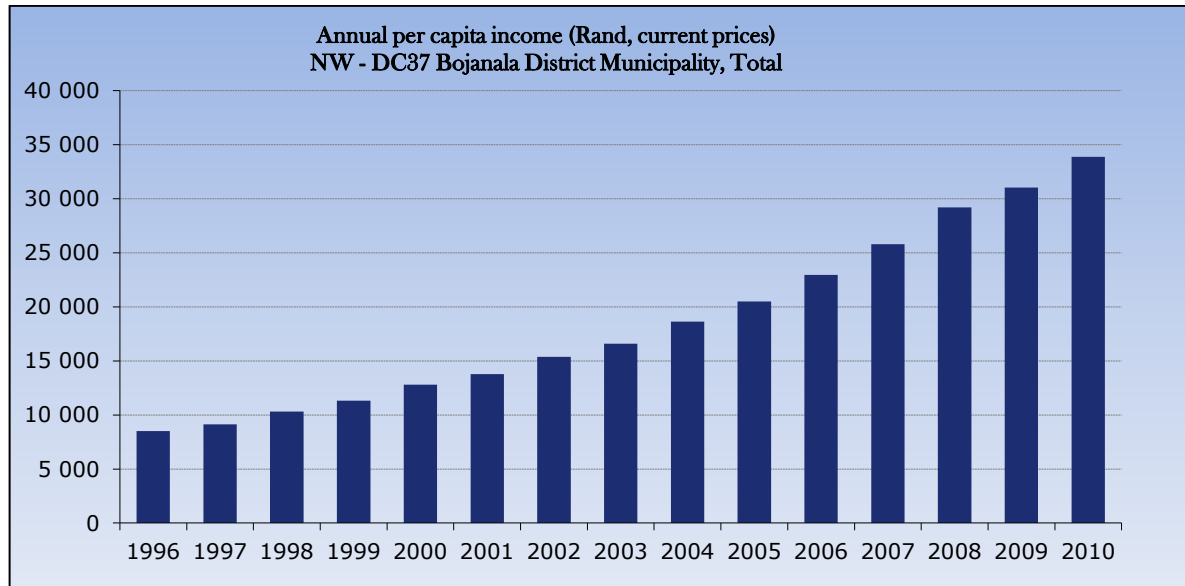


However, on the positive side the district population experienced an overall increase in per capita incomes from 1996 onwards. The average annual per capita income in the district increased from approximately R8498 per capita in 1996 to R33 858 in 2010, this also shown by the graph in figure 1.6 that the annual per



capita income has been increasing at steady rate. The lowest annual per capita income rates have consistently been prevalent in the Moretele and Moses Kotane Local Municipalities since 1996 to 2010 were they sit at approximately R19 182 and R21 136 per capita respectively.

Figure 1.6: Annual per Capita Income



Source: IHS Global Insight

The prevalence of poverty in large parts of the district puts a strain in the revenue generating capacity of local municipalities because households with little or no income are unable to pay for municipal services. While acknowledging the principle above, there is a notable increase in the household incomes across the DM between the 1996 and 2010 period.

2.3 UNEMPLOYMENT

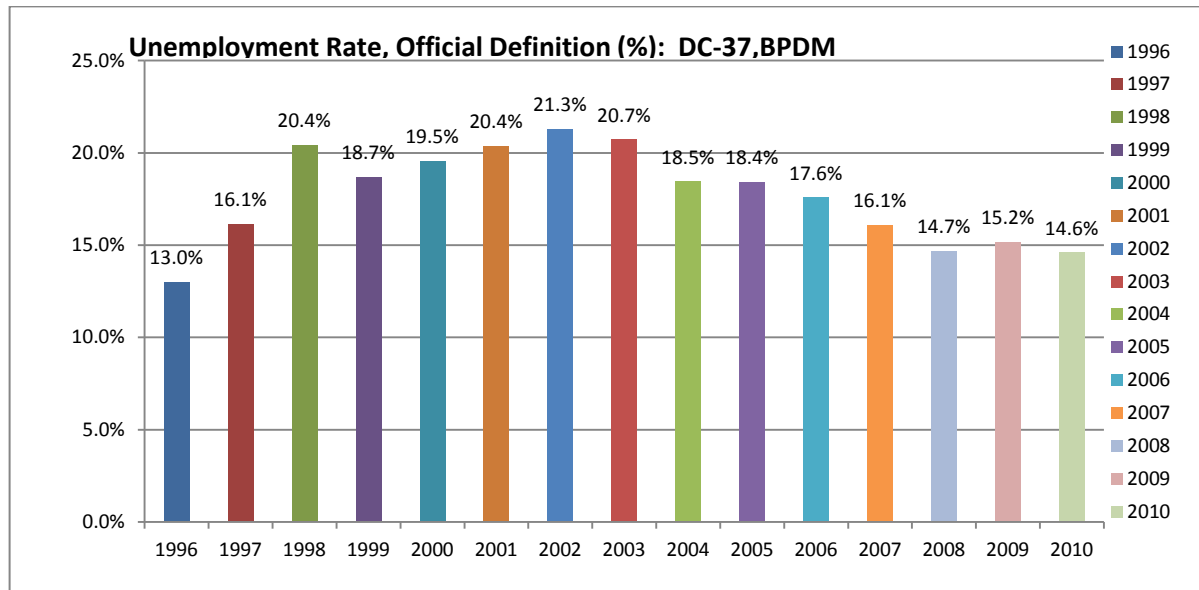
The current unemployment rate is the second lowest figure in the past 15 years since the 13% in 1996. Although the total number of unemployed persons in the district increased, the unemployment rate have stabilized and decreased slightly from 2002 onwards. The estimated unemployment rate for the district as shown in the graph is approximately 14.6%.

The decline to 14% in 2010 is a reflection of:

- The impact of 2009 Confederations Cup and the 2010 FIFA World Cup;
- The availability once more credit and mines opening new shafts or scaling production that was laid down in the Recession period of 2008/09.



Figure 1.8: Unemployment within the Bojanala Platinum District Municipality



The comparative unemployment and affordability figures for the various municipalities in the BPDM are summarized in Table 1.2 below. According to these figures there are concerning low levels of economically active population, especially in the Moretele and Moses Kotane. Rustenburg municipality has a significantly higher percentage of households earning R10 000 and above per month i.e. 37.08% followed by Kgetleng then Madibeng, Moretele and MKLM are at around 17%.

Table 1.2: Comparative unemployment and affordability figures

| Municipality | Economically Active Population | Households Earning category (Monthly) | | |
|---|--------------------------------|---------------------------------------|--------------|--------|
| | % | <1500 | 1500<x<10000 | >10000 |
| Bojanala Platinum District Municipality | 34.20% | 13.29% | 59.76% | 26.96% |
| Moretele | 23.00% | 16.36% | 65.87% | 17.78% |
| Madibeng | 32.50% | 14.63% | 62.03% | 23.34% |
| Rustenburg | 45.30% | 8.97% | 53.95% | 37.08% |
| Kgetleng | 50.40% | 11.69% | 60.10% | 28.21% |
| Moses Kotane | 21.30% | 18.62% | 64.35% | 17.03% |

The information depicted in Figure 1.9 indicates that for every one unemployed male, there are two females unemployed ($10.6/21.1 \times 100 = 50.2\%$). These figures also suggest that 85.4% of the BPDM is employed be it either in the formal or informal sector as at 2010.



Figure 1.9: Employment vs. Gender

| Unemployment Rate, Official Definition (%): Gender vs. Unemployment | | | |
|---|--------|--------|--------|
| Year | Male | Female | Total |
| 2010 | 10.60% | 21.10% | 14.60% |



3 SPATIAL CHARACTERISTICS

The District Municipality is strategically located on the north- eastern side of the North West Province. It is a Category C municipality which is made up of five local municipalities of Moretele, Madibeng, Rustenburg, Kgetleng and Moses Kotane. It is bordered by the:

- a) Dr. Kenneth Kaunda District on the south,
- b) Ngaka Modiri Molema District to the west;
- c) West Rand District/Mogale City Local Municipality to the south east (Gauteng province);
- d) Waterberg District (Limpopo Province) to the north.

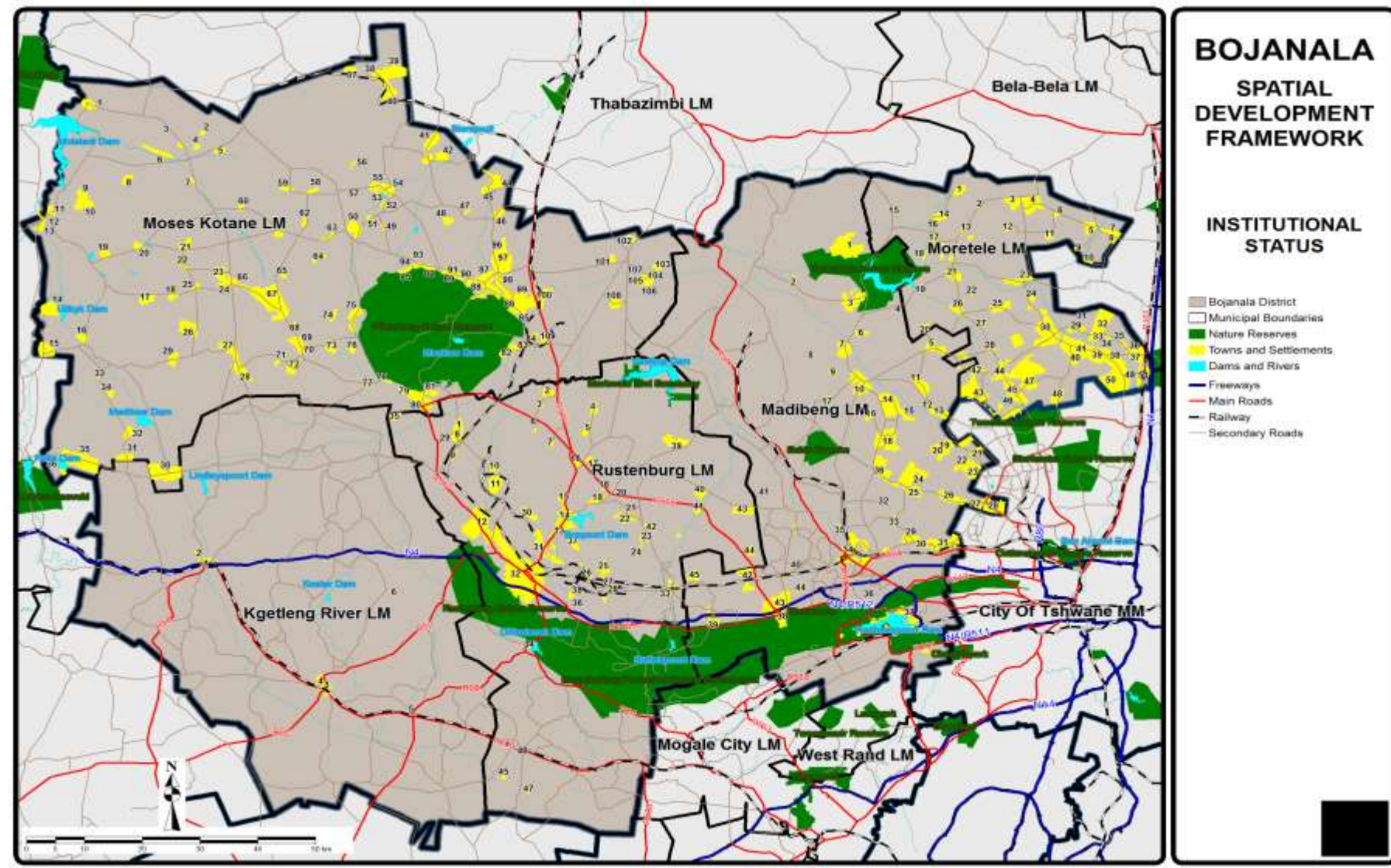
The population of the Bojanala Platinum District is estimated to be **1 323 921**. This is approximately **38 % of the total population** of the North-West province. The majority of the area can be classified as rural with very low densities that makes the provision of basic services very difficult and expensive.

Figure 1.4.1 shows that there is a stark contrast in the landscape (settlement pattern) of the district in that the north eastern and the north- western areas comprises scattered, low density settlements causing sprawl whereas the south western areas is characterized by concentration of settlements in strategic areas which are more compact.

The more formal urban areas are located in the southern side of the district. These include Rustenburg and Brits which are vibrant economic nodes. There are other small noticeable nodes in the southern area located in the Kgetleng Municipality namely; Koster and Swartruggens.



Figure 1.4.1: Settlements Pattern in the District





Large parts of the Bojanala Platinum District Municipality are characterized by high levels of biodiversity as determined in the North West Biodiversity database. These include the areas along the Magaliesberg stretching from the southern parts of Madibeng Local Municipality in the east to Rustenburg and further north westwards up to the north western parts of the Rustenburg Local Municipality. It also includes areas in the central parts of the Kgetlengrivier Local Municipality, as well as large parts of the Moses Kotane Local Municipality west of the Pilanesberg National Park.

In response to the importance of the Bojanala Platinum District Municipality as far as biodiversity is concerned, the North West Parks and Tourism Board is also considering the extension of a number of existing nature reserves and conservation areas. The most notable of these include the existing Heritage Park development which is envisaged to link the Madikwe Game Reserve in the west with the Pilanesberg National Park in the east into one Mega Park.

Other initiatives include the possible expansion of the Vaalkopdam Nature Reserve to link up with the Pilanesberg National Park as well as the expansion of the Borakalalo Nature Reserve to link up with Vaalkopdam Nature Reserve. This will create a conservation corridor stretching from the Borakalalo Nature Reserve in the east through Vaalkopdam-, Pilanesberg- up to the Madikwe Game Reserve in the west. Other potential areas of conservation include the Magaliesberg area as well as some of the Norite hills that have not been damaged by mining and quarrying activities.



4 INTERNAL STRUCTURES

4.1 POLITICAL STRUCTURES AND POLITICAL OFFICE BEARERS

The political structures and political office bearers of the Bojanala Platinum District Municipality are the following:

- Council, presided over by the Speaker;
- The Executive Mayor;
- The Mayoral Committee.

The Executive Mayor has established the following committees in terms of Section 80 of the Local Government: Municipal Structures Act No. 117 of 1998:

- IDP, PMS & Evaluation,
- Special Projects
- Budget & Treasury
- Sport, Arts and Culture
- Corporate Support Services
- Economic Development & Tourism
- Agriculture & Rural Development
- Technical Services
- Community Development Services
- Health & Environmental Services

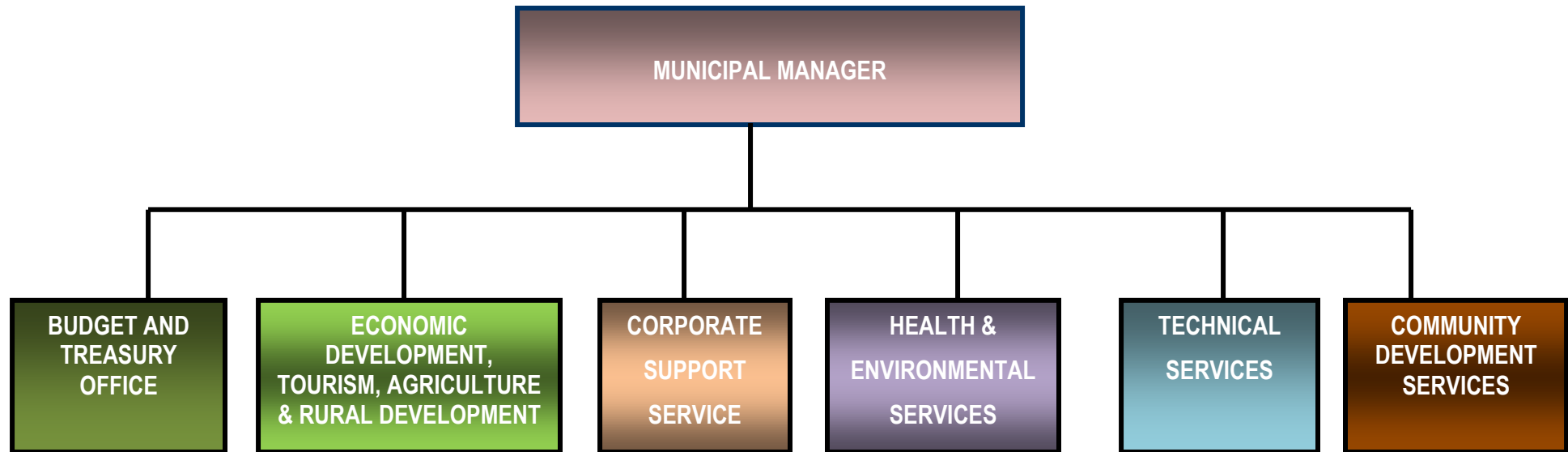
4.2 ADMINISTRATIVE STRUCTURES

The municipality has the following administrative structures:

- The Office of the Municipal Manager;
- Department of Corporate Services;
- Department of Economic Development, Tourism, Agriculture & Rural Development,
- Depart for Budget and Treasury Office;
- Department of Community Development Services
- Department for Health & Environmental Services and
- Department of Technical Services.



The full municipal organisational structure is contained in **Volume 2**. The top administration structure is depicted on the attached diagram.





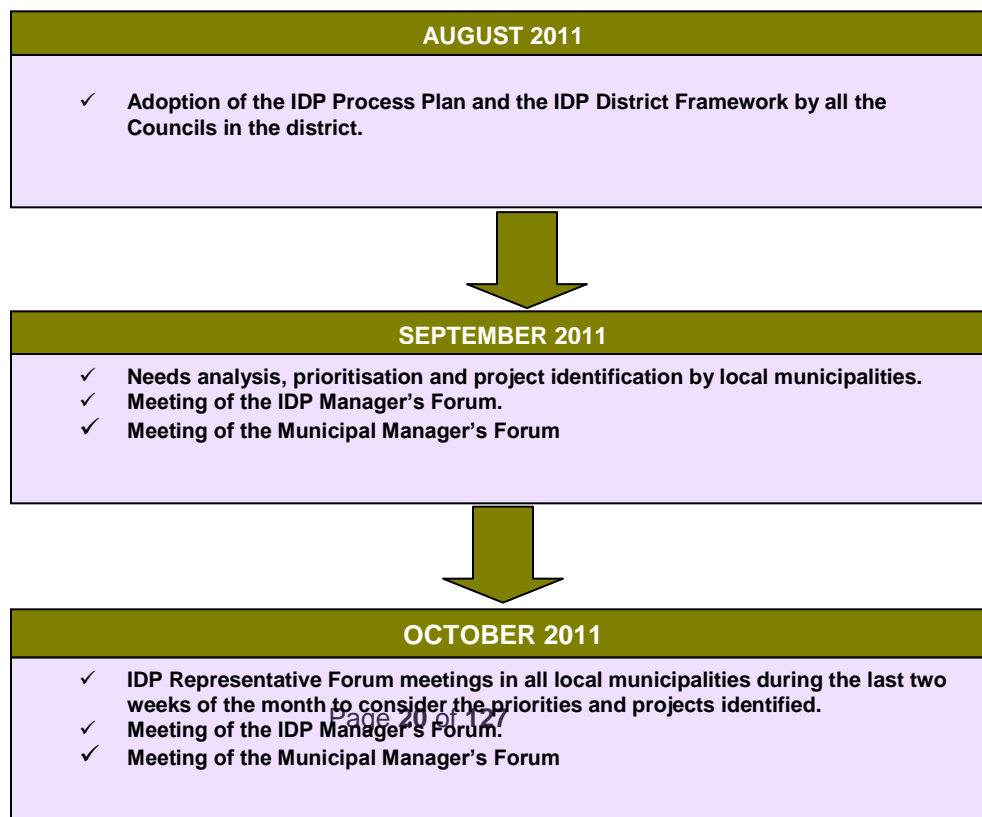
5 THE PROCESS OF DEVELOPING THE IDP

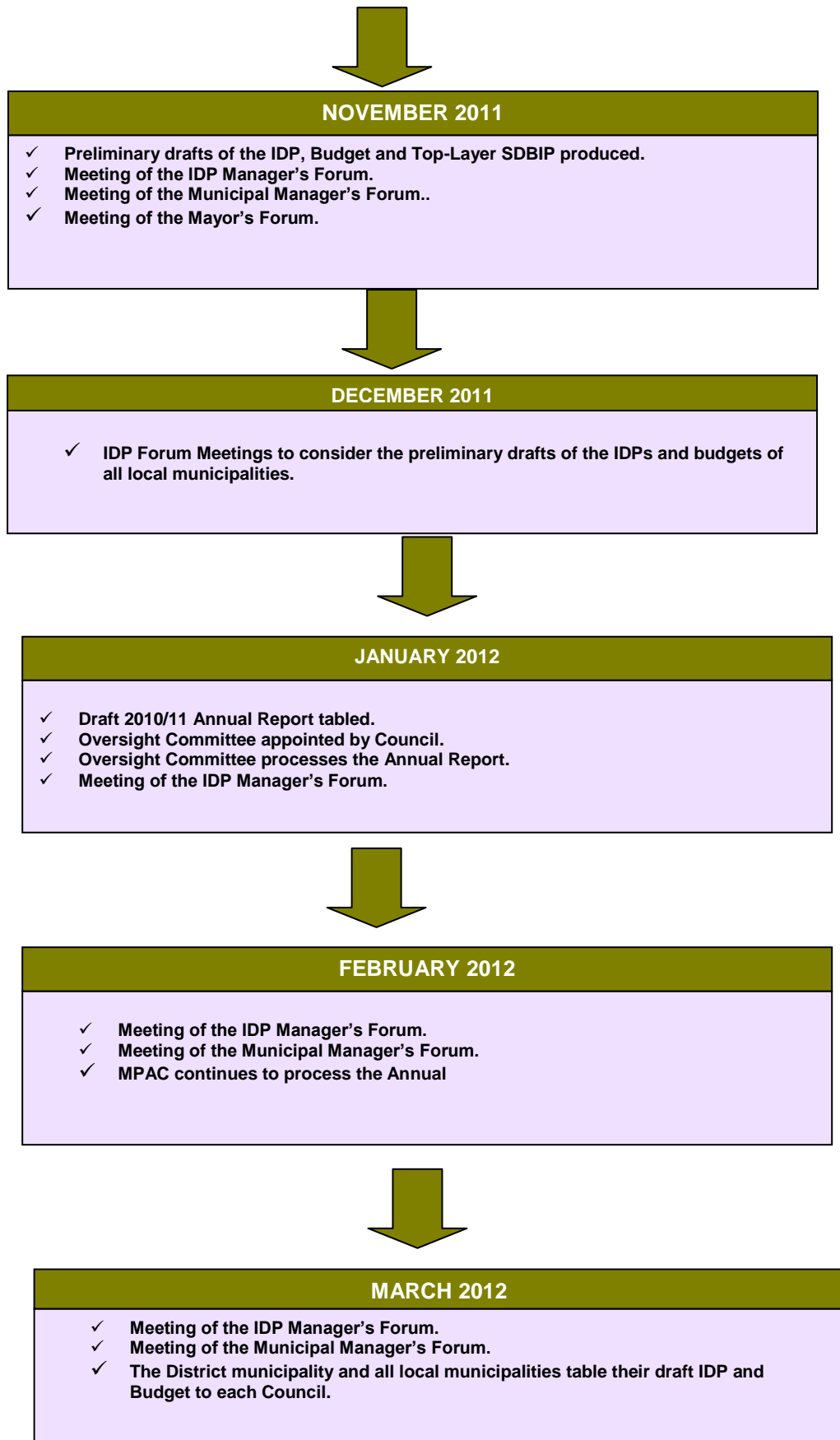
5.1 IDP DEVELOPMENT PROCESS

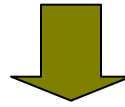
The Executive Mayor is required by section 21 of the Municipal Finance Management Act to:

- Co-ordinate the processes of preparing the annual budget and to review the Integrated Development Plan.
- Ensure that the budget and any revisions to the IDP are mutually consistent and credible.
- At least ten months before the start of the budget year, table in the municipal Council, a time schedule outlining key deadlines for-
 - The preparation, tabling and approval of the annual budget;
 - The annual review of the IDP;
 - The tabling and adoption of any amendments to the IDP;
 - Consultative processes for the IDP review and budget.

A summary of key activities that constitutes the process plan followed in the IDP preparation process is outlined below. The plan, together with the IDP District Framework, provides a roadmap of how integration, cooperation within the district, and alignment with other organs of state took place. The full IDP District Framework is contained in **Volume 3**.







APRIL 2012

- ✓ Meeting of the IDP Manager's Forum.
- ✓ Meeting of the Mayor's Forum.
- ✓ The tabled documents are made public.
- ✓ Copies of the tabled documents are sent to prescribed organs of state.
- ✓ IDP Representative Forum meetings.
- ✓ Joint Road-shows are held with local municipalities.



MAY 2012

- ✓ Meeting of the IDP Manager's Forum.
- ✓ Meeting of the Municipal Manager's Forum..
- ✓ Public comments and comments from other organs of state are taken into consideration and where necessary, amendments are made to the IDP and Budget.
- ✓ Council approves IDP, Budget and Top-Layer SDBIP for the 2012/13 financial year.



JUNE 2012

- ✓ Copies of the approved IDP, Budget and Top Layer SDBIP are sent to prescribed organs of state.
- ✓ Copies of the approved IDP, Budget and Top Layer SDBIP are made public.
- ✓ Service Delivery and Budget Implementation Plan and draft performance agreements are submitted to the Executive Mayor.
- ✓ The Executive Mayor Approves the Service Delivery and budget Implementation



From JULY 2012

- ✓ **Implementation, Monitoring and Reporting**



5.2 POLICY FRAMEWORK AND STRATEGIES INFORMING THE PROCESS OF DEVELOPING THE DISTRICT IDP.

The various aspects which informed the district IDP development are outlined in Figure 2.1. As indicated the key components which informed the formulation of the 2012/17 district IDP include the following:

- At a national level, the Medium Term Strategic Framework and applicable national policy framework relevant to the various key strategic focus areas were considered. It also considered the relevance of:
 - the National Spatial Development Perspective to the Bojanala Platinum District,
 - the National Strategic Plan (Vision 2030) as issued by the National Planning Commission,
 - the RSA Development Indicators,
 - The State of the Nation & Province Address of both the President of the Republic and the Premier of the province.
- At a provincial level, an important guiding document was the Provincial Growth and Development Strategy which, in turn was informed by a host of provincial strategies and sector plans. This Provincial Growth and Development Strategy provides a framework for the development of the province over the next 10 years and provides a common vision, goals and objectives that should be achieved over the next decade.
- In 2005 the district initiated a process to prepare a District Growth and Development Strategy aimed at establishing a common vision for growth and development within the district and which is aligned with and informed by the Provincial PGDS. This district Growth and Development Strategy outlines the key issues and challenges facing the district and provides an overview of the required strategic responses to these issues. This document thus provides an important link between the Provincial Growth and Development Strategy and the more detailed planning processes undertaken by both the district and local municipalities.

This DGDS has been revised in 2010 where several sectors that can contribute towards the overall economic output of the municipality. These are:

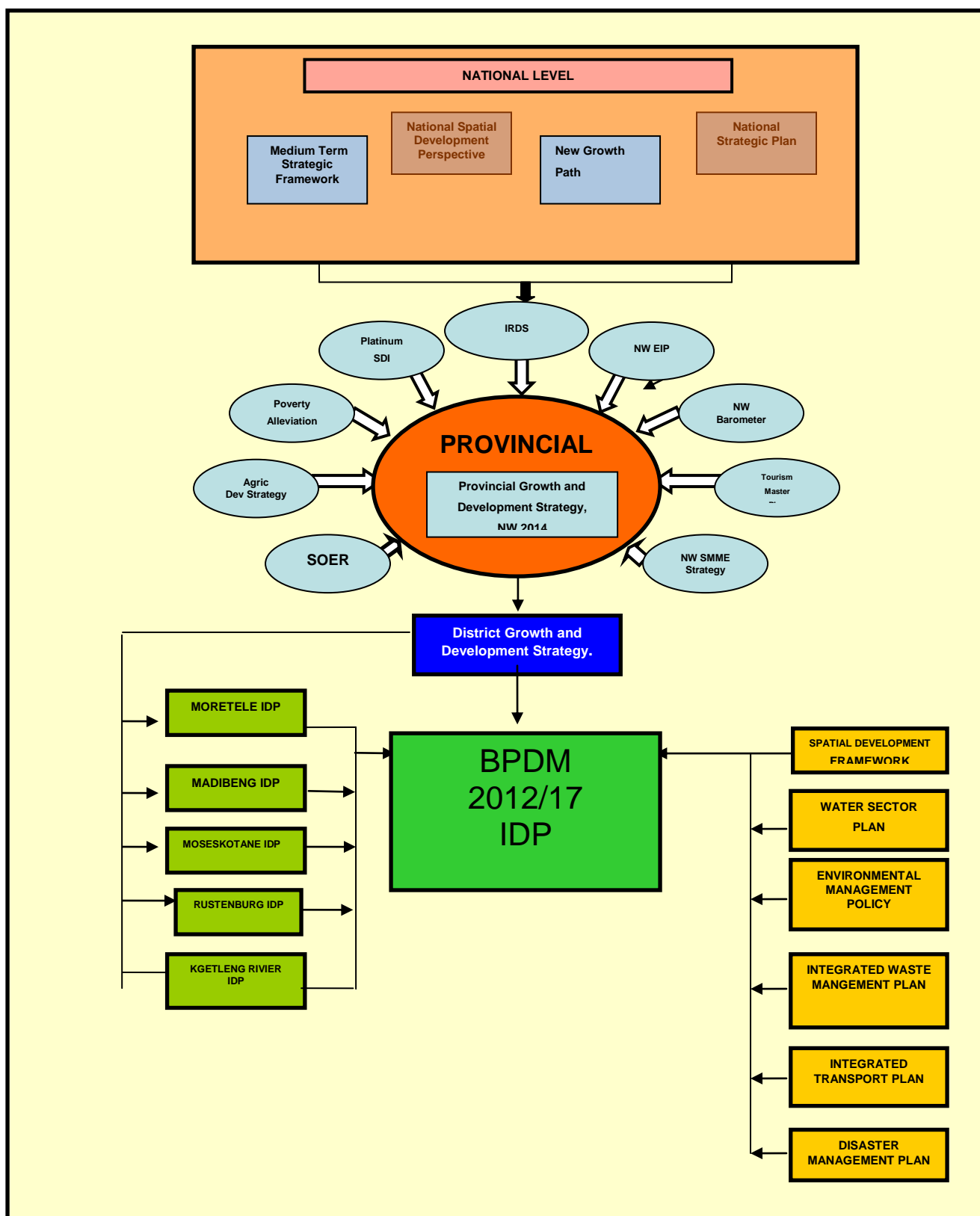
- commercial farming,
- platinum mining,
- grain mill, bakery, animal feed products,
- chemical and chemical products,
- non-metallic mineral products,
- basic metal products,



- machinery and equipment, and
 - Electrical machinery and apparatus.
-
- Community needs and priorities as identified during the community participation process.
 - The 2012/17 district IDP was also informed by a number of detailed completed District sector plans which include:
 - The PMS framework
 - The Spatial Development Framework
 - Water & Sanitation Sector Plan
 - Environmental Management Policy
 - Integrated Waste Management Plan
 - Integrated Transport Plan
 - Disaster Management Plan



Figure 2.1: Aspect informing the District IDP and later review processes





The Strategic thrusts and Programmes for realisation of the District Priorities arise from a series of consultation with the Local Municipalities, Stakeholders and research where the following issues have been identified as appropriate conceptual frameworks for driving development in the next five (5) years:

Strategic Fit

The shared support services model fits into the District strategy as follows:

- It allows for the coordination and facilitation of support to Local Municipalities
- It fits in with the District's legislative and constitutional mandate
- It fits in with current strategies such as IDP, Spatial Development Framework, and Mining Companies)
- It caters for short, medium and long term interventions

Robustness

The shared support services model satisfies Key Market Forces as follows:

- There is a demand from Local Municipalities
- The economic and development rate is robust and warrants the supply of this service
- There is sufficient urgency from Central and Provincial Government to support this initiative
- The approach is flexible and, depending on how the service is structured, to allow for changing conditions
- The culture is cohesive and practices and forums exist for Cooperation

Risk Analysis

The risks presented by this Opportunity are acceptable to the District because:

- Local Municipalities will buy into the solution both on political and administrative level
- The initiative will address the expectations of Local Municipalities and Communities
- The initiative will allow us to achieve our own aspirations as a District
- The initiative is legislatively viable
- There is political support for the initiative

Financial Analysis

The financial case presented by this Opportunity meets the requirements of the District because:

- The initiative is sustainable
- The costs and benefits can be quantified
- The initiative allows for cost savings through the cross utilisation of resources



- This is an opportunity for development of a District wide Integrated Financial System, bringing savings and efficiencies
- There are cost benefits to the centralisation of resources

Achievability

The opportunity is achievable by the District given the gap between current and required:

- The infrastructure is in place
- The human resources are available on a District wide basis
- The innovation in the initiative combined with current processes will support the initiative
- The culture of cooperation and cohesive practices exist currently
- The organisation has a District wide structure which will allow rapid delivery

The Report on State of Local Government and its offshoot of Municipal Turn Around Strategy as well as the recent Macro-economic Framework of New Growth Path supporting strategic interventions of:

- a. National Strategic Plan (Draft);
- b. Industrial Policy Action Plan (IPAP II);
- c. Proposed Special Economic Development Zones (SEZs) and
- d. Medium Term Strategic Framework.

From these interventions and policy proposals/frameworks, it is therefore appropriate that the District Five Year Strategic Plan must be predicated upon:

- The planning capacity at all three levels of government must be significantly improved, including designating districts as planning hubs.
- Municipal Councils should prepare a 5 year perspective for their term that translates their political mandate and national priorities into concrete and realistic localised development and service delivery targets.
- Regulations and/or legislative amendments must be introduced to transform District and Metro IDPs into expressions of government-wide commitments.
- Supporting the implementation of the IGR Framework in the context of a district and local municipalities, through preparing standardised protocols and guidelines in view of the need to improve systematic and uniform monitoring across government.
- Progressively, Districts should begin to assume the development facilitator and coordinator role as local delivery capacity develops and is supported by national and provincial government.



- The District development facilitation and coordination functions should be more clearly defined.
- Proposals should be developed on a district “shared service model”. The district could in future become a useful institutional base to which national and provincial services and officials are de-concentrated.



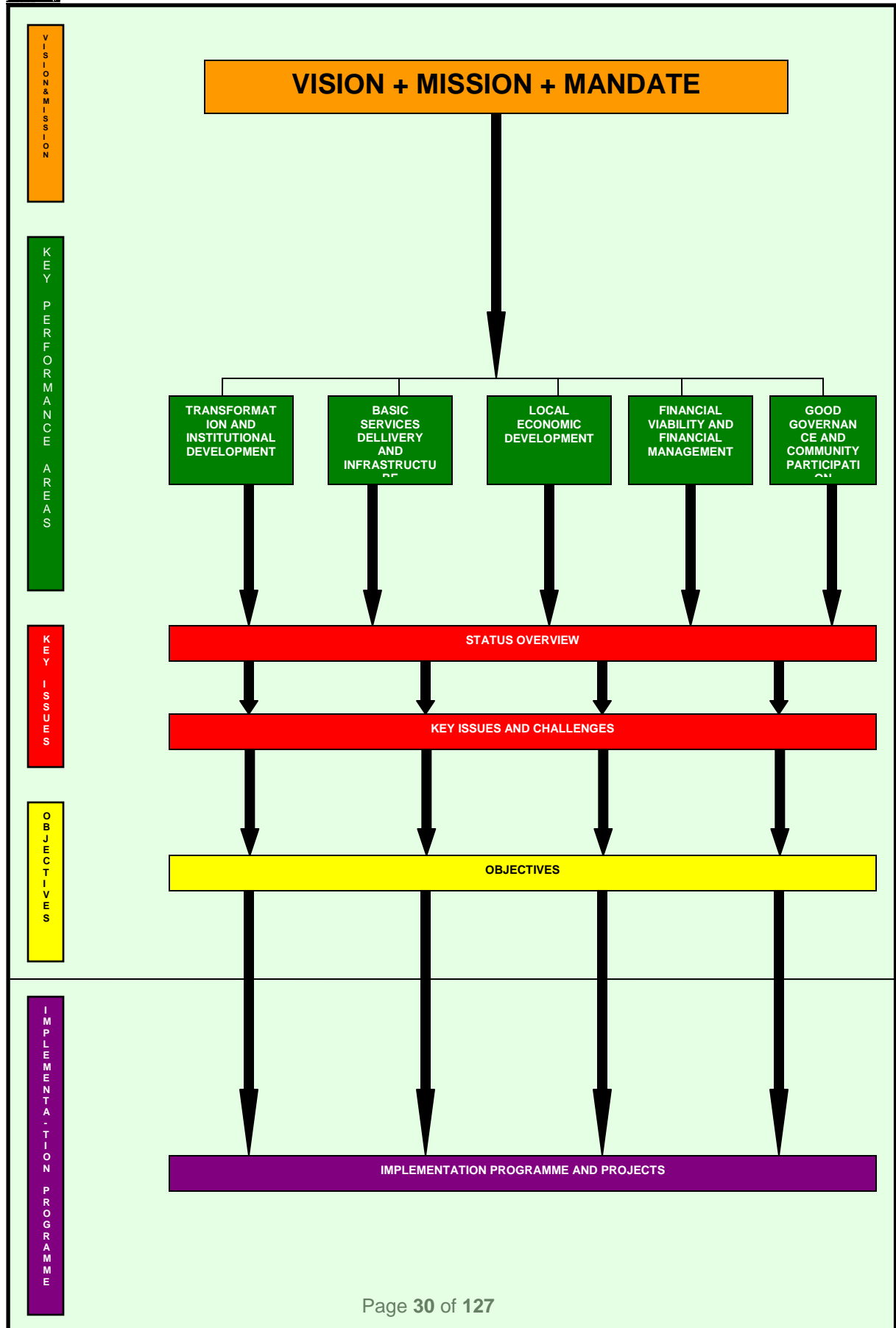
1. STRUCTURE OF IDP DOCUMENT

The structure of the main IDP document (Volume 1) is graphically portrayed on Figure 2.2 and indicates the IDP consisting of the following main components:

- The vision, mission and mandate of the district is described in the following sections and provides an overall framework for identifying the Key Performance Areas.
- The Key Performance Areas and the various objectives identified within each KPA is described in more detail in the main part of the document
- As indicated on Figure 2.2 each of these priorities under the various Key Performance Areas consist of:
 - A brief status overview and identification of key issues and challenges to be addressed
 - A set of overall objectives
 - Implementation programme and projects.

This main document (Volume 1) is supported by a number of detailed documents which includes the following:

| Volume # | Sector Plan |
|-------------------|--|
| Volume 2: | <i>Municipal Organisational Structure;</i> |
| Volume 3: | <i>IDP District Framework;</i> |
| Volume 4: | <i>Performance Management System Framework;</i> |
| Volume 5: | <i>Spatial Development Framework;</i> |
| Volume 6: | <i>Water Services Development Plan (Water & Sanitation Master Plan);</i> |
| Volume 7: | <i>Environmental Policy & State of the Environment Report</i> |
| Volume 8: | <i>Integrated Waste Management Plan;</i> |
| Volume 9: | <i>District Growth and Development Strategy;</i> |
| Volume 10: | <i>Integrated Transport Plan;</i> |
| Volume 11: | <i>Disaster Management Plan;</i> |
| Volume 12: | <i>Schedule of projects by the district municipality, local municipality and other organs of state.</i> |





2. MUNICIPAL POWERS AND FUNCTIONS

The Minister of Provincial and Local government and the MEC responsible for local government have, in terms of the provisions of the Municipal Structures Act, made a determination on how municipal powers and functions in Schedule 4B and 5B of the Constitution will be divided between the District and Local municipalities.

The powers and functions are at the core of municipal planning and resource allocation. The key municipal powers and functions of Water, Sanitation and Solid Waste Disposal in the BPDM have been allocated to by the Minister to local municipalities with the district playing a supporting role. Hitherto, the district municipality has played the role of firstly, resource allocation for capital projects to create the necessary infrastructure and secondly, implementation support to less capacitated municipalities.

The other powers and functions are distributed or adjusted between the district and local municipalities based on criteria that include capacity to perform the function and the most suitable level to provide a service. Powers and functions allocated to the district municipality in terms of the section 12 Notice as issued by the MEC for Local Government & Traditional Affairs July 2010 are as follows:

- **Fire Fighting (Kgetlengrivier, Moretele and Moses Kotane)**
- **Local Tourism**
- **Municipal Airport**
- **Municipal Planning**
- **Municipal Health Services**
- **Municipal Public Transport**
- **Cemeteries, Funeral Parlours and Crematoria (Kgetlengrivier)**
- **Markets**
- **Municipal Abattoirs (Kgetlengrivier, Moretele and Moses Kotane)**
- **Municipal Roads (Kgetlengrivier, Moretele and Moses Kotane)**
- **Refuse Removal, refuse dumps and Solid Waste Disposal (Kgetlengrivier, Moretele and Moses Kotane)**
- **Disaster Management**

| Municipality No. | Name of Municipality | Allocation of Functions and Powers in terms of section 85(1), 85(6) and 85(9) |
|------------------|--------------------------------|---|
| DC37 | Bojanala District Municipality | 84(1)(f) - Roads 84(1)(m) – Local tourism (NW374-Kgatlengrivier) |
| NW371 | Moretele Local Municipality | 84(1)(j) – Fire fighting services 84(1)(1) – Cemeteries |



| Municipality No. | Name of Municipality | Allocation of Functions and Powers in terms of section 85(1), 85(6) and 85(9) |
|------------------|------------------------------------|---|
| | | 84(1)(n) –Public works relating to the above functions |
| NW372 | Local Municipality of Madibeng | 84(1)(e) – Solid waste 84(1)(j) – Fire fighting services 84(1)(l) – Cemeteries 84(1) (n) – Public works relating to the above functions. |
| NW373 | Rustenburg Local Municipality | 84(1) (e) – Solid waste 84(1) (j) – Fire Fighting Services 84(1)(l) - Cemeteries 84(1) (n) – Public works relating to the above functions. |
| NW374 | Kgetleng-Rivier Local Municipality | 84(1)(l) – Cemeteries 84(1)(n) – Public works relating to above functions |
| NW375 | Moses Kotane Local Municipality | 84(1)(l) – Cemeteries 84(1)(n) – Public works relating to above functions |

The final gazette will be awaited in order to finalise possible Service Level Agreements and a capacity building programme that will be a result of negotiations between the district and local municipalities within the framework of the Inter-Governmental Relations Framework Act.

3. VISION, MISSION AND MANDATE

A. VISION

The vision of the Bojanala platinum District Municipality is defined as follows:

Bojanala Platinum District Municipality, a model of cooperative governance for effective and efficient service delivery in partnership with local municipalities and all stakeholders.

B. MISSION

Bojanala Platinum District Municipality, through shared services, will coordinate, facilitate and support local municipalities by equitable sharing of resources and maximising community benefit of natural resources in a safe and healthy environment.

C. MANDATE

The mandate of the municipality, as espoused in Section 152 of the Constitution, is

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;



- To promote a safe and healthy environment;
- To encourage the involvement of communities and community organisations in the matters of local government.

D. KEY PERFORMANCE AREAS

The Key Performance Areas or strategic priorities as outlined in the LG Strategic Agenda 2006-2011 together with benchmarks for an ideal functional municipality are the following:

- Municipal Transformation and Institutional Development
- Local Economic Development
- Basic Service Delivery and Infrastructure Investment
- Financial Viability and Financial Management
- Good Governance and Community Participation

Municipal Transformation and Institutional Development

- An IDP that is the expression of state-wide planning as a whole;
- A balanced infrastructure investment and sustainable economic development programme that is part of the IDP;
- Establishment and functionality of all core municipal policies and systems as required by law;
- Implementation of continuous management reform and improvement;
- Empowering employees through focused and continuous professional/ skills development;
- Development and functionality of effective accountability and performance management mechanisms for councillors and officials;
- Sound labour/management and HR relationships;
- Increased and appropriate utilisation of technology.

Local Economic Development

- Thriving and vibrant local economy and neighbourhoods;
- Ongoing programme of contributing to the development of an employable, educated and skilled citizenry;
- Facilitation of job creation and access to business opportunities;
- Continuous and positive interactions with all key economic anchors and actors;
- Clean, safe and healthy municipality;
- Universal access to quality, affordable and reliable municipal services (e.g. water, sanitation, electricity, refuse removal, transportation);
- Regular investment in infrastructure and productive equipment.

Basic Service Delivery and Infrastructure Investment

- A clean, safe and healthy municipality
- Universal access to quality, affordable and reliable municipal services (e.g. water, sanitation, electricity, refuse removal, transportation)



- Regular investment in infrastructure and productive equipment

Financial Viability and Financial Management

- Sound financial management systems;
- Development of annual and medium term outlook on revenue and expenditure plans and targets;
- Reduced dependency on grant transfers;
- Timely and accurate accounting of public resources and effective anti-corruption measures.

Good Governance and Community Participation

- Functional community participation mechanisms and ward committees;
- Established feedback mechanisms in order to ensure responsiveness to communities;
- Continuous and special attention to historically marginalised and excluded communities;
- Equal, easy and convenient access for the public to the municipality and its services;
- Effective intergovernmental relations.

5. KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

5.1 INTRODUCTION

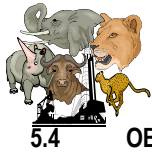
The Constitution of the Republic of South Africa requires a municipality to structure and manage its resources to address the basic needs of its community. The Municipal Systems Act furthermore seeks to establish a system of planning, performance management, resource mobilisation and organisational change, which underpin the notion of developmental local government. The Planning and Performance Management Regulations requires the municipality's IDP to reflect the organisational structure and internal transformation needs of the municipality.

5.2 STATUS QUO OVERVIEW

Three out of six municipalities in the district are classified by the Treasury Notice 773, Delays and Exemptions, as high capacity municipalities, they are the district municipality itself, Rustenburg and Madibeng local municipalities. Moses Kotane is classified as medium and Moretele and Kgetleng Rivier as low capacity municipalities. This categorisation generally describes the functionality of policies, systems and internal control mechanisms in these municipalities.

5.3 KEY ISSUES AND CHALLENGES

- Implementation and adherence to the provincial planning cycle to ensure that, incrementally, the IDP becomes an expression of state wide planning and the district becomes its planning hub.
- Functionality of all policies and systems, particularly in weaker municipalities.
- Functionality of the performance management system, particularly reporting mechanisms.
- Common or complementary IT systems.



5.4 OBJECTIVES

Promotion of Good Governance

The vision of the district municipality calls for an accountable, efficient and transparent district governance. The Municipal Structures Act requires the district municipality to capacitate and support local municipalities within its jurisdiction to exercise their powers and perform their functions. The District municipality, through the Planning, Implementation and Management Support Centre, will continue to develop and implement support and capacity building programmes for particularly under- resourced municipalities to ensure that this mandate is fulfilled.

Promotion of Planning and Performance Management

The Municipal systems Act requires a municipality to adopt a single, inclusive strategic plan for the development of the municipality, which-

- Links, integrates and coordinates plans and takes into account national and provincial development initiatives for the development of the municipality;
- Aligns resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which annual budgets are based;
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The District Municipality will ensure that the vision of district wide planning between the District and Local Municipalities is realised through the implementation of the IDP District Framework adopted by all the Councils in the district.

The Municipal Systems Act requires a municipality to establish a performance management system that is commensurate with its resources, best suited to its circumstances and in line with the priorities, objectives indicators and targets contained in its IDP. The District Municipality will ensure the implementation of a Performance Management System through the implementation of the PMS Framework, the Service Delivery and Budget Implementation Plan and Performance Agreements regular reporting and review.

The reviewed 2010/12 PMS Framework for the District Municipality is contained in Volume 4 of this IDP document. A summary of the roles and responsibilities of various stakeholders in the operation and management of the Performance Management System is summarized in Tables 5.1 to 5.9 below.



Table 5.1: Municipal Council's political oversight roles and responsibilities.

| Planning | Monitoring Review | Reporting | Performance Audit |
|--|---|--|---|
| <ol style="list-style-type: none"> 1. Adopts priorities and objectives of the Integrated Development Plan. 2. Adopts the PMS framework. 3. Adopts the municipal strategic scorecard that includes priorities and objectives of the IDP. 4. Assigns the responsibility for the management of the PMS to the Executive Mayor. 5. Adopts priorities, key performance indicators and target of the water trust. 6. Establish an over-sight committee for the purpose of the annual report. | <ol style="list-style-type: none"> 1. Approves the annual review programme of the IDP. 2. Approves the Top level SDBIP. 3. Approves changes to the SDBIP and adjustment Budget. 4. Approves any changes to the priorities, objectives, key performance indicators and performance targets of the municipality. 5. Approves the Top-Level SDBIP of the Water Trust. 6. Approves changes to the priorities, performance indicators and targets of the water trust. 7. Approves adjustments to the Water Trust budget. 8. Approves the adjustment budget of the Water Trust. 9. Consider the oversight report from the oversight committee. | <ol style="list-style-type: none"> 1. Receives externally audited performance reports from the Executive Mayor twice a year. 2. Reports the municipality performance to the community at least twice a year. 3. Approves recommendations for the improvement of the performance management system. 4. Annually receives the appraisal of the Municipal Manager and Directors performance. 5. Submits the municipal annual report to the Auditor General and the MEC. 6. Receives the Mid-Term report and the annual report of the Water Trust. 7. Council adopts the over-sight report. | <ol style="list-style-type: none"> 1. Approves the municipal annual audit plan and any substantial changes to it. 2. Can receive performance reports directly from the Audit Committee. 3. Approves the implementation of the recommendations of the Performance Audit Committee with regard to both improvement in the performance of the municipality or improvement of the performance management system itself. 4. Receives performance audit report from the Auditor General and approves implementation of its recommendations. 5. Receives the audit report of the Water Trust for the Office of the Auditor-General. 6. Receives the annual performance report of the CEO and Senior Management of the water Trust. |



Table 5.2: Roles and responsibilities of the Executive Mayor

| Planning | Monitoring Review | Reporting | Performance Audit |
|--|--|---|---|
| <ol style="list-style-type: none"> 1. Submits priorities and objectives of the Integrated Development Plan to Council for approval. 2. Submits the PMS framework for approval. 3. Submits the municipal strategic scorecard to Council for approval. 4. Approves the Service Delivery and Budget Implementation Plans. 5. Enters into a performance agreement with the Municipal manager on behalf of Council. 6. Assigns the responsibility for the management of the PMS to the Municipal Manager. 7. Tables the budget and Top-Level SDBIP to Council for approval. 8. Tables the budget of the Water Trust and the latter's Top-Level SDBIP to council for approval. | <ol style="list-style-type: none"> 1. Proposes to Council, the annual review programme of the IDP, including the review of key performance indicators and performance targets. 2. Proposes the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. 3. Proposes changes to the priorities, objectives, key performance indicators and performance targets of the municipality. 4. Quarterly evaluates the performance of the municipality against adopted KPIs and targets. 5. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality. 6. Quarterly and annually evaluates the performance of the Municipal Manager. | <ol style="list-style-type: none"> 1. Receives monthly budget statement. 2. Receives performance reports quarterly from the internal auditor. 3. Receives performance reports twice a year from the Audit Committee. 4. Receives monthly and quarterly reports from the Municipal Manager on the performance of Directors and the rest of the staff. 5. Report to council on the mid-term review and the annual report on the performance of the municipality. 6. Reports to Council on the recommendations for the improvement of the performance management system. 7. Revises the mid-term assessment review report of the Water Trust and submit it to Council. 8. Receives annual report of the Water Trust. | <ol style="list-style-type: none"> 1. Submits the municipal annual audit plan and any substantial changes to it to Council for approval. 2. Approves the implementation of the recommendations of the internal auditor with regard to both improvement in the performance of the municipality or improvement of the performance management system itself. 3. Receives performance audit report from the Auditor General and makes recommendations to Council. 4. Receives the Water Trust Audit report from the Auditor General and makes recommendations to council. |



Table 5.3: Roles and responsibilities of the Municipal Manager.

| Planning | Implementation | Monitoring Review | Reporting | Performance Audit |
|---|---|--|---|--|
| <ol style="list-style-type: none"> 1. Coordinates the process of needs identification and prioritization among all stakeholders, including community structures. 2. Coordinates the formulation and revision of the PMS framework. 3. Coordinates the formulation and revision of the municipal strategic scorecard. 4. Leads the process of the formulation and revision of the Service Delivery and Budget Implementation Plans. 5. Enters into a performance agreement with Directors on behalf of Council. | <ol style="list-style-type: none"> 1. Manages the overall implementation of the IDP. 2. Ensures that all role players implement the provisions of the PMS framework. 3. Ensures that the Departmental scorecards and departmental annual programmes serve the strategic scorecard of the municipality. 4. Ensures that annual programmes are implemented according to the targets and timeframes agreed to. 5. Implements performance improvement measures approved by the Executive Mayor and the Council. 6. Ensures that performance objectives in the Directors' performance agreements are achieved. | <ol style="list-style-type: none"> 1. Formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and the Executive Mayor. 2. Formulation of the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. 3. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality. 4. Quarterly and annually evaluates the performance of Directors. | <ol style="list-style-type: none"> 1. Receives performance reports quarterly from the internal auditor. 2. Receives performance reports twice a year from the Performance Audit Committee. 3. Receives monthly departmental performance reports. 4. Reports once in two months to council committees and the Executive Mayor on the performance of Departments. 5. Reports on the implementation of improvement measures adopted by Mayor and Council. 6. Annually reports on the performance of Directors. 7. Submit the municipal annual report to the Executive Mayor. 8. Receives the SDBIP of the Water Trust. 9. Receives the Monthly budget statement of the Water Trust. 10. Receives quarterly budget and performance report of the Water Trust. | <ol style="list-style-type: none"> 1. Formulates the municipal annual audit plan. 2. Formulates a response to the recommendations of the internal auditor and the Audit Committee. 3. Formulates a response to performance audit report of the Auditor General and makes recommendations to the Executive Mayor |



Table 5.4: Roles and responsibilities of Council Committees

| Planning | Monitoring Review | Reporting | Performance Audit |
|---|--|---|--|
| <ol style="list-style-type: none"> 1. Advise the Executive Mayor on priorities and objectives of the Integrated Development Plan. 2. Deliberates and advice on the municipal strategic scorecard. 3. Participates in the formulation of the Top Level Service Delivery and Budget Implementation Plan. 4. Ensures that concerns of community structures are taken into account in discharging their responsibilities. | <ol style="list-style-type: none"> 1. Participate in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets. 2. Participate in the formulation of proposals for the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. 3. Quarterly evaluates the performance of their portfolios against adopted KPIs and targets. 4. Quarterly reviews the performance of their portfolios to improve the economy, efficiency and effectiveness of the municipality. | <ol style="list-style-type: none"> 1. Receives Audit Committee performance reports from the municipal manager and make recommendations to the Executive Mayor. 2. Receives quarterly reports from the Directors responsible for their portfolios before they are tabled at the Mayoral Committee. 3. Reports to the Executive Mayor on the recommendations for the improvement of the performance management system. | <ol style="list-style-type: none"> 1. Participate in the formulation of the annual audit plan. 2. Advices the Executive Mayor on the implementation of the recommendations of the internal auditor with regard to both the improvement in the performance of the municipality and improvement of the performance management system itself. |

Table 5.5: Roles and responsibilities of Heads of Departments

| Planning | Implementation | Monitoring Review | Reporting | Performance Audit |
|--|---|--|---|---|
| <ol style="list-style-type: none"> 1. Participates in the identification of IDP priorities and the whole IDP process. 2. Participates in the formulation and revision of the municipal strategic scorecard. 3. Participates in the formulation of the Top level SDBIP. 4. Develop Technical SDBIP. 5. Manages subordinates' performance measurement system. 6. Regularly reports to the Municipal manager. 7. Enters into a performance agreement with the Municipal Manager. | <ol style="list-style-type: none"> 1. Manages the implementation of the Departmental SDBIP. 2. Ensures that annual programmes are implemented according to the targets and timeframes agreed to. 3. Implements performance improvement measures approved by the Executive Mayor and the Council. 4. Manages the implementation of subordinates' performance measurement system. 5. Ensures that performance objectives in the performance agreements are achieved. | <ol style="list-style-type: none"> 1. Participates in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and the Executive Mayor. 2. Annually reviews the performance of the department to improve the economy, efficiency and effectiveness of the departments. 3. Quarterly and annually evaluates the performance of the department. 4. Participates in Mid-Term Review. | <ol style="list-style-type: none"> 1. Submit monthly and quarterly departmental performance reports. 2. Comments on the monthly reports in terms of any material variance. 3. Reports on the implementation of improvement measures adopted by the Executive Mayor and Council. 4. Annually reports on the performance of the department. | <ol style="list-style-type: none"> 1. Participates in the formulation of the response to the recommendations of the internal auditor and the Performance Audit Committee. 2. Participates in the formulation of the response to performance audit report of the Auditor General and makes recommendations to the municipal manager. |



Table 5.6: Roles and responsibilities of staff

| Planning | Implementation | Review | Reporting |
|--|--|---|---|
| <ol style="list-style-type: none"> 1. Participates in the development of the Technical SDBIP. 2. Participates in the development of their own performance measurement. | <ol style="list-style-type: none"> 1. Executes individual work plans. | <ol style="list-style-type: none"> 1. Participates in the review of departmental plans. 2. Participates in the review of own performance. | <ol style="list-style-type: none"> 1. Reports to line manager. |

Table 5.7: Roles and responsibilities of the Internal Audit Unit

| Planning | Monitoring Review | Reporting |
|--|---|--|
| <ol style="list-style-type: none"> 1. Develop a risk and compliance based audit plan. | <ol style="list-style-type: none"> 1. Measures the performance of departments according to KPIs and performance targets set in the municipal scorecard and departmental scorecards. 2. Assess the functionality of the PMS. 3. Ensures that the system complies with the Act. 4. Audit the performance measures in the municipal scorecard and departmental scorecards. 5. Conduct compliance based audit. | <ol style="list-style-type: none"> 1. Submit quarterly reports to the Municipal Manager. 2. Submit quarterly reports to the Performance Audit Committee. |

Table 5.8: Roles and Responsibilities of the Audit Committee

| Planning | Monitoring Review | Reporting |
|--|--|--|
| <ol style="list-style-type: none"> 1. Participates in the formulation of the annual audit plan. | <ol style="list-style-type: none"> 6. Review quarterly reports from the internal audit committee. | <ol style="list-style-type: none"> 1. Reports quarterly to the municipal Council. |

Table 5.9: Roles and Responsibilities of the Community

| Planning | Review | Monitoring | Reporting |
|--|---|--|-----------|
| <ol style="list-style-type: none"> 1. Participate in the drafting and implementation of the municipality's IDP through established forums 2. Participates in the setting of KPIs and targets for the municipality every year 3. Make representations on the draft annual budget | <ol style="list-style-type: none"> Participate in the annual review of performance through their involvement in the development of the Oversight Report. | <ol style="list-style-type: none"> 1. Receive annual performance and budget reports from council 2. Participate in the development of the Oversight report | |



Improve technology efficiencies

The District municipality will integrate technology into the internal business processes to increase operational efficiencies, improve service delivery, and control costs.

A Geographic Information System is being developed to improve and enhance the planning system for the district and local municipalities and improve service delivery. An Information Management System to promote better decision making, automation of the performance management system to improve performance management and reporting in all municipalities in the district. Under-resourced municipalities in the district have been assisted in developing their websites to promote communication with communities and other stakeholders. The challenge is to keep the websites functional and useful to communities.

Promoting co-operative governance

The municipality will work towards a greater level of cooperation with local municipalities, the national and provincial government based on the principles of mutual support, information sharing, communication and coordination of programmes in line with the Constitution and the Intergovernmental Relations Framework Act.

Key structures that have been established are the following:

- The Mayors Forum (District Intergovernmental Relations Forum - DIGRF).
- The Municipal Managers Forum.
- Technical Forums that report to the Municipal Managers Forum on key priority issues.

Other structures and co-ordination processes and procedures are outlined in detail in the IDP District Framework in Volume 3 of this IDP. Provincial departments that have a district presence will be invited to serve on the district IGR Forum in compliance with the Act. Protocols will also be developed and ratified to strengthen relations and cooperation within the context of a shared support services.

Achieve Employment Equity

The aim of this objective is to ensure that the human resources of the municipality reflect the demographic profile of South African society and affirm historically disadvantaged groups.

The District municipality will progressively achieve employment equity in its administration by recruiting and retaining individuals as designated by the Employment Equity Act. Employment Equity Plans with clear targets and Employment Equity reports will be approved by Council.



Promote innovation, learning and growth

The District municipality will ensure that its employee's skills are continually developed to be able to address the service delivery and development challenges of the district community as outlined in the priorities and objectives of the IDP. Work Place Skills Development Plans and reports will also be approved by Council.

Employees will be encouraged to learn and find innovative ways of solving problems related to their everyday work of discharging the mandate of council.

Recruitment and retention of skilled employees

The District municipality will, through the implementation of appropriate recruitment and retention policies, ensure that skilled and experienced employees are recruited and retained.

Achieve a positive employee climate.

The District municipality will, through appropriate Human Resources and other policies, ensure the creation of an environment where employees are empowered, productive and motivated.

Programmes and projects

These programmes and projects apply to the district and all local municipalities over the medium term. The Service Delivery and Budget Implementation Plan will outline the annual targets for implementation.

✓ Promotion of good governance

- ✓ An audit of existing policies and development of those that do not exist.
- ✓ A review of existing internal control mechanisms and strengthening them.
- ✓ Ensure that Municipal Managers and senior management posts are filled in the district and all local municipalities.

Promotion of planning and performance management

- ✓ Approve an IDP and Budget by the 31st of May 2007 in terms section 24 of the MFMA.
- ✓ Approve a Service Delivery and Budget Implementation Plan by the 28th of June 2007 in terms of the MFMA.
- ✓ Approve Performance Agreements for senior managers by the 28th of June 2007 in terms of the Municipal Systems Act.
- ✓ Submit Monthly Budget Statements within 10 days after the end of every month in terms of section 71 of the MFMA.
- ✓ Submit Quarterly Reports within 30 days after the end of each quarter in terms of section 52 of the MFMA.



- ✓ Submit a Mid Year Budget and Performance assessment report in term of section 72 of the MFMA.
- ✓ Approve an Annual Report within nine months after the end of a financial year in terms of section 121 of the MFMA.
- ✓ Conduct risk assessment in terms of section 166 of the MFMA.
- ✓ Develop an annual audit plan in terms of the MFMA.
- ✓ Establish a functional internal audit unit in terms of section 165 of the MFMA.
- ✓ Establish an Audit Committee in terms of section 166 of the MFMA.

Ensuring community participation;

- ✓ Develop and implement Community Participation Strategies in terms of section 17 of the Municipal Systems Act.
- ✓ Develop and implement a Communication Strategy in terms of section 18 of the Municipal Systems Act.
- ✓ Supports ward committees.

Achieve employment equity.

- ✓ Develop Employment Equity Plans and regularly submit Employment Equity Reports.

Promote innovation, learning and growth.

- ✓ Develop Workplace Skills Development Plan and regularly submit Workplace Skills Development Reports.
- ✓ Continue to administer a bursary scheme in order to contribute to the skills pool in the district.

6. KEY PERFORMACE AREA: LOCAL ECONOMIC DEVELOPMENT

6.1 Introduction

Section 26(c) of the Municipal Systems Act requires a municipality to reflect its local economic aims in its IDP. The Planning and Performance Management regulations require a municipality to report on the number of jobs that have been created through its local economic development initiatives. Both these legislative instructions are derived from the Constitutional mandate of local government to ensure social and economic development of the community.

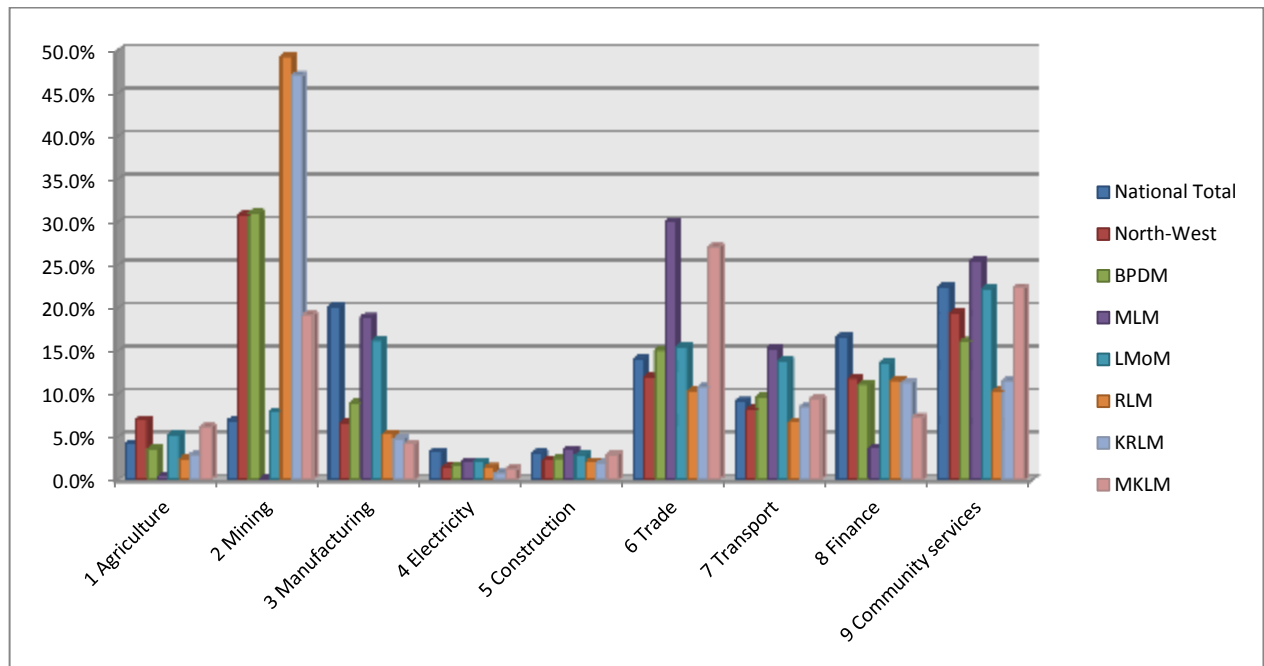
The District Municipality's goals for this focus area is to increase, and enhance the quality and number of jobs available in the district as a sustainable way of alleviating poverty, create additional jobs and provide training as we deliver basic municipal infrastructure for poor households, promote investment in the district



to ensure sustained economic growth, promote tourism, promote Black Economic Empowerment through contracts awarded by the municipality and support SMMEs.

The BPDM Growth and Development Strategy, Volume 9 of this document, respond to the goals outlined above. It is a refinement of the North West Provincial Growth and Development Strategy which provides a common vision, goals and objectives of what should be achieved over the next decade.

Overview of district economic structure by Broad Economic Sectors



Analysis of the economic sectors of the district

The Figure above reflects the following in terms of the economic structure of the district:

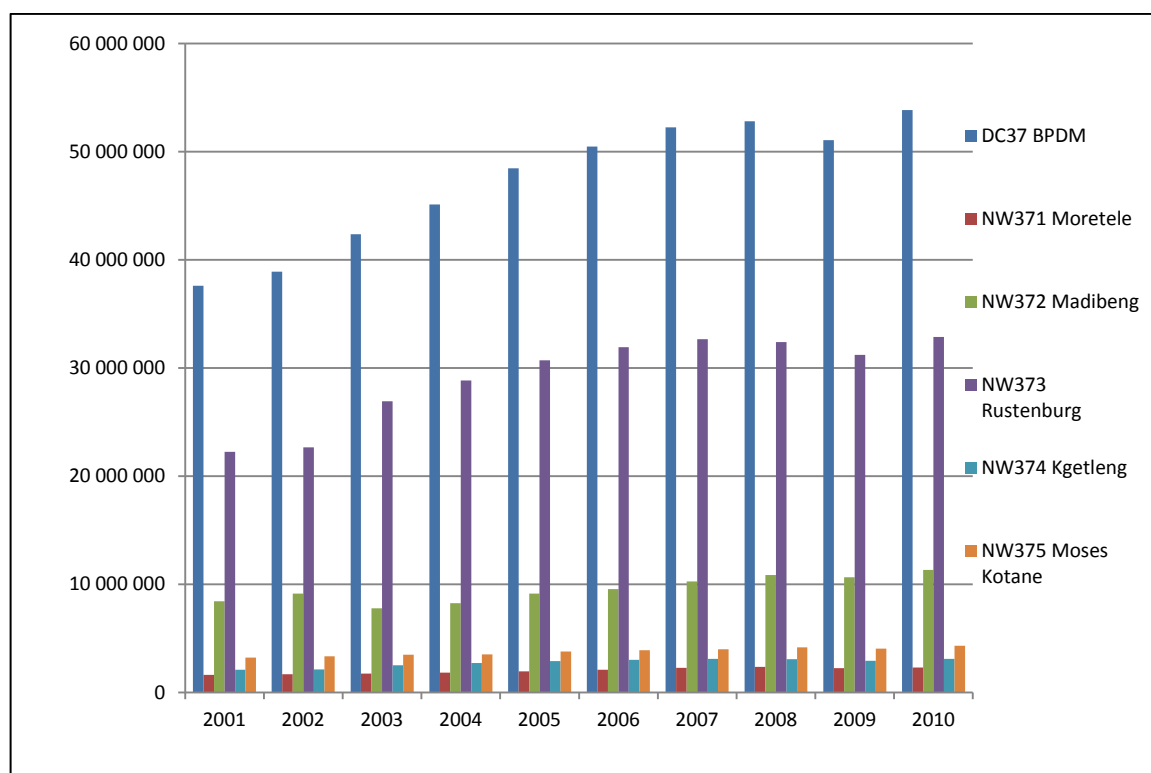
- That the district economy is dominated by the mining sector, where by 2010 it was still the biggest contributor to the economic growth, especially from within Rustenburg where more than 45% of the GVA-R is made of mining activities';
- That Kgetleng Rivier LM also has seen a major growth in this sector. This can be explained by the regularisation of the slate mines as well as the emergence of the Diamond mines;
- Trade in Moretele LM is reflected as 30 % of the local economy, while for Rustenburg it is only 10 %. These two pictures must be looked at in context; the GVA (economic output) of Moretele is only R650 m while Rustenburg is R12 bn in 2011 figures.



Gross Value Added

It is generally recognized that the Bojanala Platinum District Municipality is the economic growth engine of the North West Province and contributes the vast majority of total production output and employment opportunities within the NW Province. The performance of the economy within this district is thus crucial to achieving the overall growth and development targets agreed to at a provincial level. The information depicted in Figure 6.2.1 indicates that the district economy (measured as constant GVA prices) has grown significantly from a total output of around R12.2 bn in 1996 to R18.3 bn in 2003. By 2010 the regional economy had grown to just under R54 bn. This represents more than twice the size of the economy in seven (7) years ascribable to the commodities boom.

Figure 6.2.1: GVA at Constant Prices (R1000)



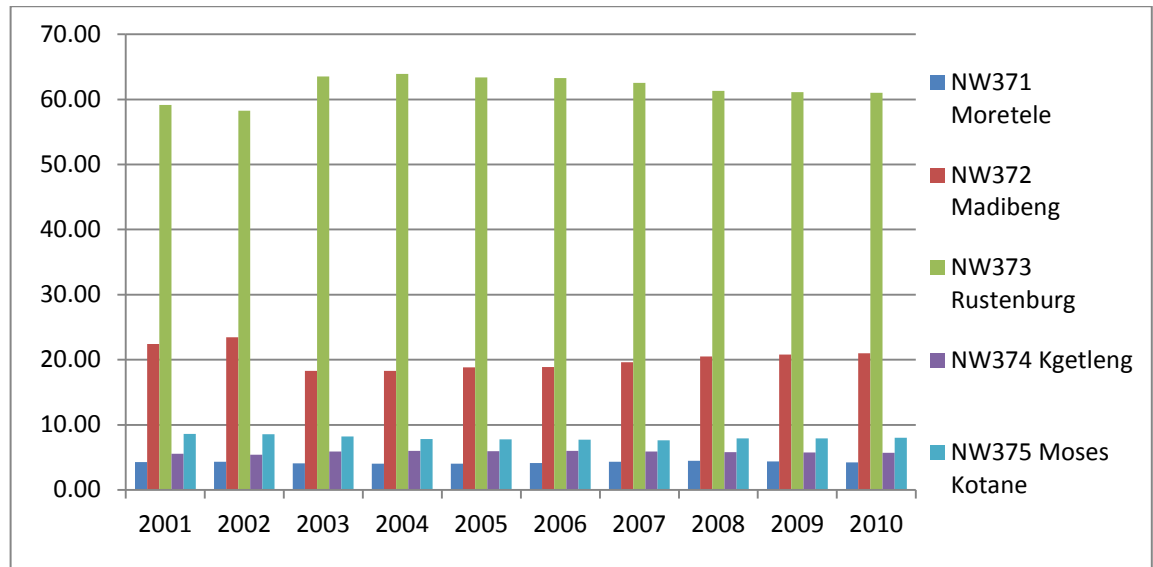
Source: Global Insight – Regional Explorer v. 593

Figure 6.2.2 indicates the proportional contribution of the five local municipalities to the overall economic production and output within the district. This information clearly illustrates that the contribution of the Rustenburg Local Municipality to total overall economic output in the district has increased from around 51% in 1996 to more than 64% in 2003. The proportional contribution of the other municipalities has all decreased over the same period.



The proportional contribution of the Mining sector to total economic output increased from 42.3% in 1996 to as much as 59.5% by 2001. The most important other sectors contributing towards economic output in the District are Manufacturing, Wholesale and Retail Trade and Community, Social and Personal Services.

Figure 6.2.2: Municipal GVA Constant Prices (R1000) as portion of District Municipality



Source: Global Insight

Employment

The information depicted in Figure 6.2.3 indicates that the total number of formal sector employment opportunities increased from 206 680 in 1996 to 304 651 by 2007. The growth although characterised by some dips in the years of recession of 2008/09 was 306 225 in 2010.

The figures and performance above has been constituted by:

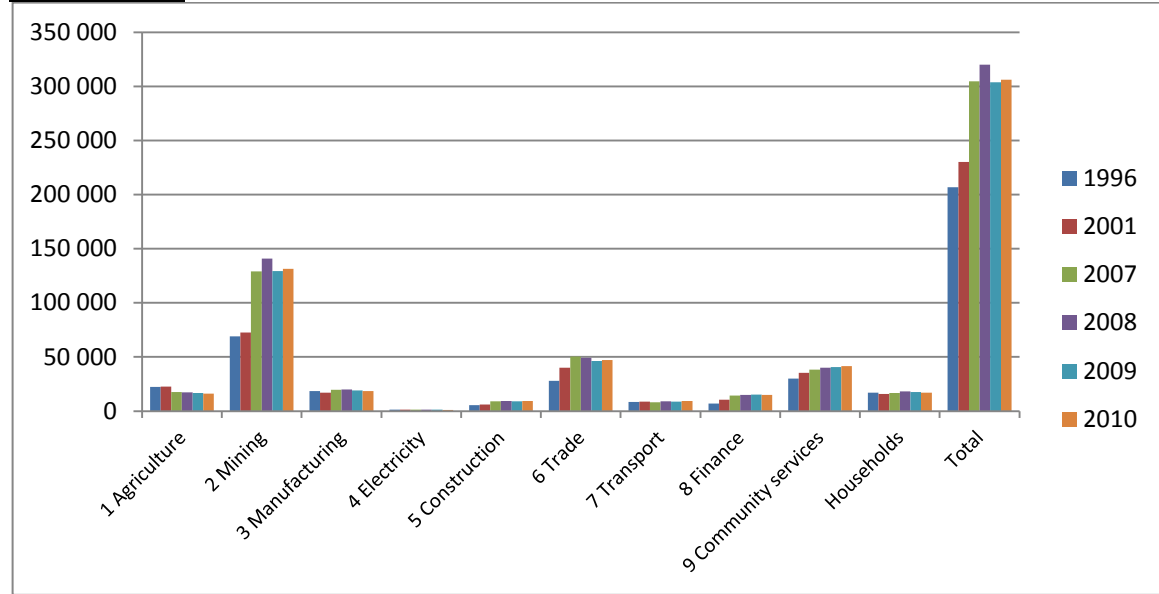
Table 6.0: Biggest Employers by sector

| Sector | % Employment (2010) |
|--------------------|---------------------|
| Mining | 43 % |
| Trade | 15.4 % |
| Community Services | 13.6 % |
| Manufacturing | 6.1 % |

Source: IHS Global Insights, REX v593



Figure 6.2.3: Total Formal Employment in Bojanala Platinum District Municipality



Source: Global Insight IHS

It is also important to recognize that the quality of employment created in the various sectors for the district as far as the salary and income derived are concerned. A breakdown of the average individual monthly income per economic sector is depicted in Figure 5.9. The most eminent aspects from these statistics is that more than 73% of individuals involved in the agriculture sector earn a monthly individual income of less than R800. A similar figure for individuals employed by private households is as high as 97%. Clearly, the economic sectors with the highest paying jobs are the community, social and personal services sector (34% of individuals earning more than R3200 per month) and the financial and insurance, real estate sector (27.5%).

Figure 6.2.4: Industry vs. Gender

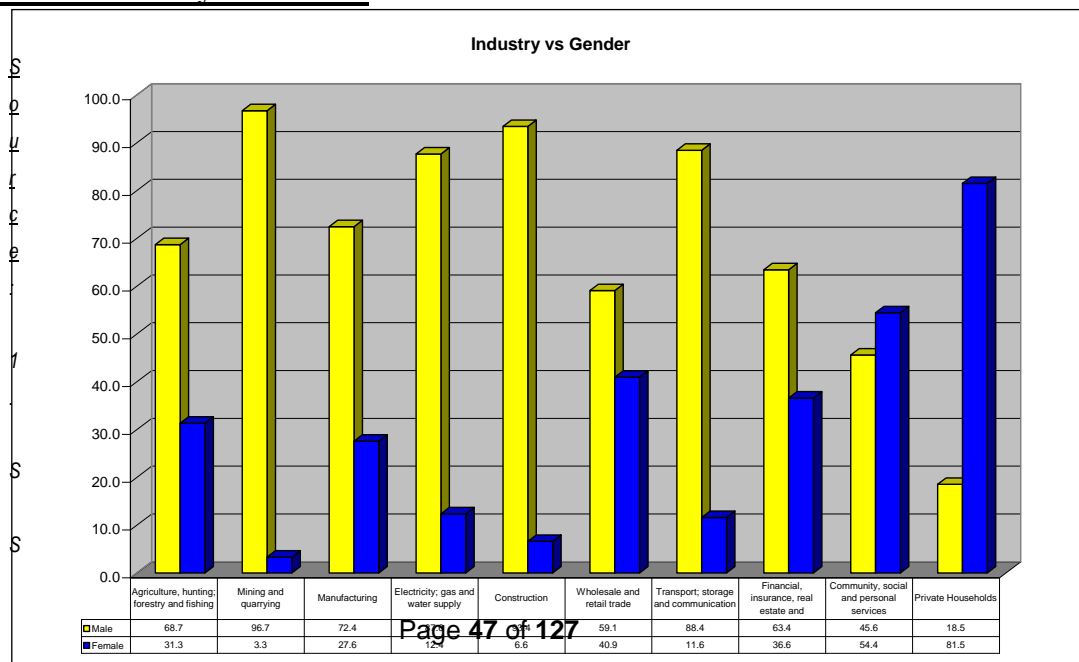
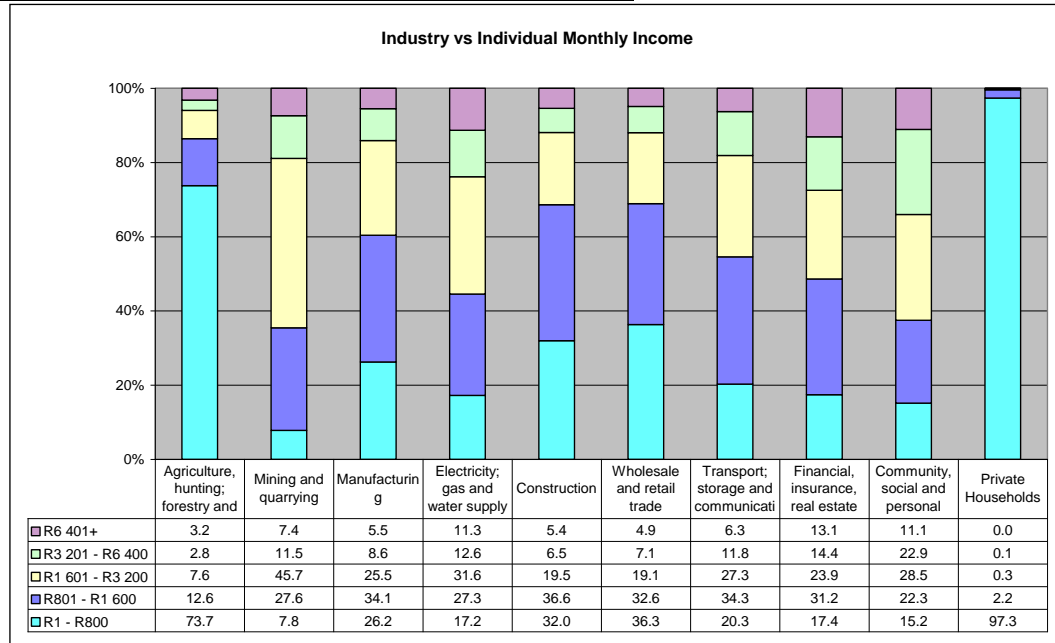




Figure 6.2.5: Industry vs. Individual monthly income



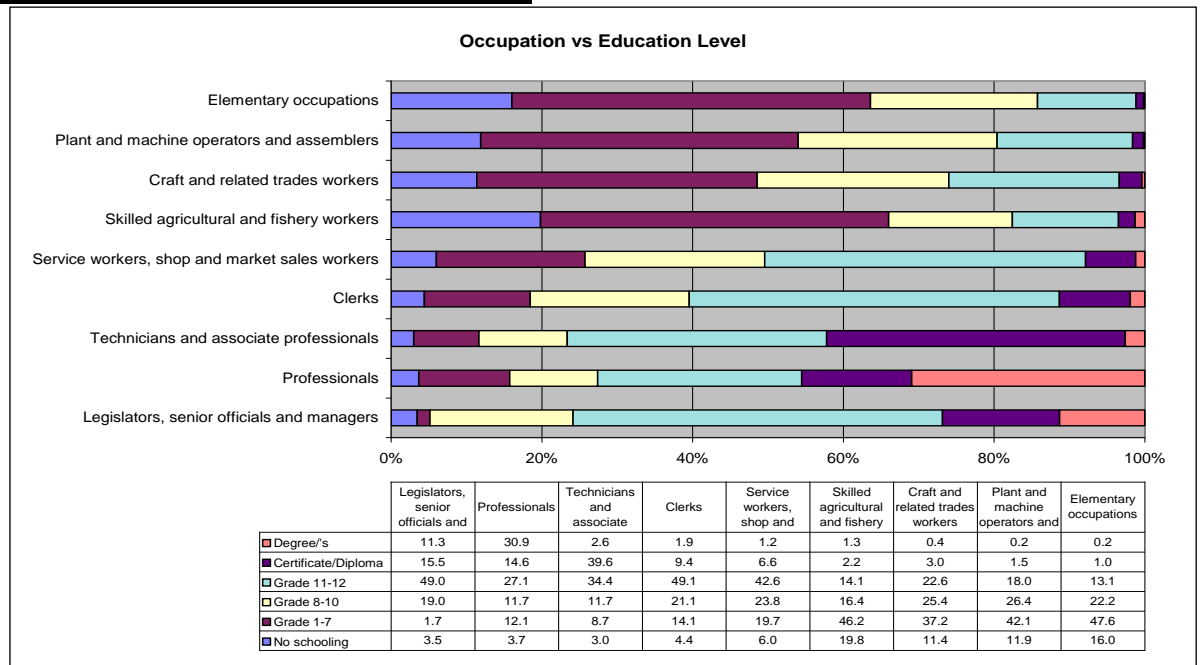
Source: SuperCROSS cross-tabulation, 2006

The correlation between the occupation categories of the employed population and the levels of education is clearly depicted in **Figure 5.10**. This information indicates that the skills levels of the labour force in the agricultural sector are particularly low with nearly 20% of individuals employed in this sector completely illiterate and a further 46.2% who have only completed between Grade 1 and 7 as their highest levels of education. As expected, the highest occurrence of individuals with degrees is in the occupation category of professionals where nearly 31% of individuals have a degree. This is followed by legislators, senior officials and managers (11.3%). Less than 3% of the individuals in all the other occupation categories have obtained a degree. A further aspect to note is that nearly 40% of the employed individuals in the technicians and associated professional category have obtained a certificate or diploma.

Once again these figure points towards the importance and need to improve the overall skills levels of the labour force within the district. The fact that less than a third of all individuals employed in professional occupations have obtained a tertiary degree and only 11% of senior officials and managers clearly points towards this critical requirement.



Figure 6.2.6: Occupation vs. Education level



Source: 1. SuperCROSS cross-tabulation, 2006

Informal Sector

The informal sector plays a particularly important role in satisfying the basic day-to-day needs of a significant proportion of local population in many parts of the district, especially in the rural areas (specifically relating to basic food, perishables and other basic commodities). In recognition of the important role in the economy of the district, a sample survey was conducted amongst informal businesses within the district in 2010.

The result of this survey indicated that the main reason for starting an informal business in the Bojanala Platinum District Municipality is unemployment, accounting for 64% of the respondents. The majority of businesses in the Bojanala Platinum District Municipality have been in operation for less than 2 years (56.2%). A large portion of the informal business owners throughout all five the local municipalities are involved on a full-time basis with the business (78.3%). The majority of the business owners also just own one business (88.7%).

According to the results of this survey, most informal businesses in the Bojanala Platinum District Municipality conduct their activities from the main house or a brick building in their back yard. The operation of informal businesses from informal structures (shacks) are most prevalent in the Rustenburg Local Municipality where nearly 36% of respondents indicated as operating from this type of structure.



Personal savings by the owner and household members are the main source of finance for starting an informal business (74.4%). The majority (43.5%) of respondents in all five local municipalities invested less than R 500 as initial capital at the start-up of business. The majority of respondents (51.2%) indicated that the initial investment capital has stayed the same since the start of their business. The average number of employees per informal business in the Bojanala Platinum District Municipality is 1.18.

The survey results also indicated that the main source from which merchandise is purchased by informal businesses is from wholesalers (58.1%) and from supermarkets or hypermarkets (17.7%). More than 50% of all the informal businesses in all Local Municipalities make use of taxis as means of transport for their merchandise.

The majority of informal businesses in the Bojanala Platinum District Municipality area serve less than 50 customers per week (66% of respondents). The majority of respondents indicated that most of their customers spend between R10 and R25 per visit. A significant proportion of respondents indicated that their monthly turnover is in less than R 600 (33.5%). The main source of income for informal businesses is food products (accounting for just over R 400 per month turnover per business). The most important other product groups in terms of contribution to turnover include washing and cleaning items (R 59) and soft drinks (R 56).

The survey revealed that the biggest problems faced by most of the informal businesses are unreliable debtors (experienced by just over 19% of all respondents) and high levels of competition (mentioned by 17.2% of respondents). The aspects of low stock levels and wrong location were each indicated by just over 10% of survey respondents. The following three issues were regarded as the most important ways of improving the informal business sector:

- Financial assistance/ Loans (48.3%)
- Building improvements (31.5%)
- Maintenance of sufficient stock (16.3%)

An interesting finding from this survey was that as much as 7 out of 10 informal business owners indicate that they would accept a job in the formal sector if it was available.



6.3 Issues and challenges facing key economic sectors in district

The key issues and challenges facing the key economic sectors within the district (in accordance with the key pillars identified in the Provincial Growth and Development Strategy) are identified in the subsequent sections.

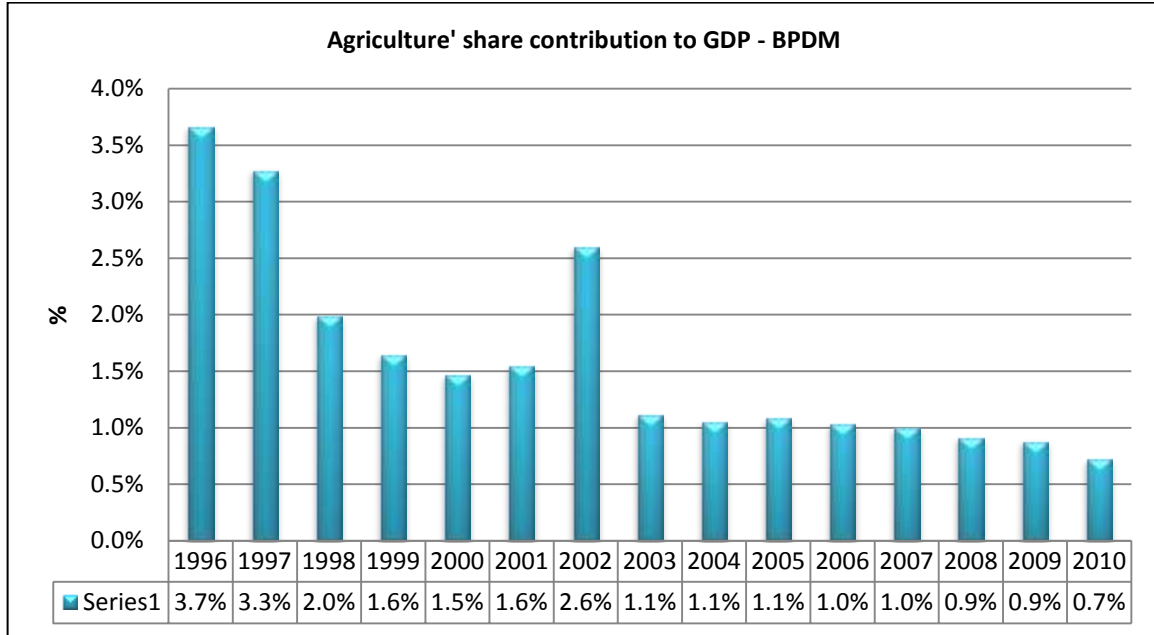
Agriculture and agro-processing

- Limited agro-processing facilities and value adding to products
- Limited production of specialized agricultural products such as spices, herbs, indigenous teas.
- Increasing pressure for other forms of development on high potential agricultural land.
- Large proportion of district population residing in rural areas with limited access to basic infrastructure.
- Limited entrepreneurial skills and **appropriate economic infrastructure** in rural areas.
- Insufficient information and telecommunication infrastructure in rural areas.
- Extensive areas of land degradation in many parts of the district.
- Limited access to water and support/advisory services for small scale farmers.
- **Limited harnessing of the agriculture & agro-processing value chain**

Specific issues identified in the PGDS also relevant to the agricultural sector in the Bojanala district include the continued subsidization of agricultural production by trading partners. These include competitors in the European Union and the United States of America and dumping of textile (fibre based) products, maize, poultry, and beef onto the domestic market.



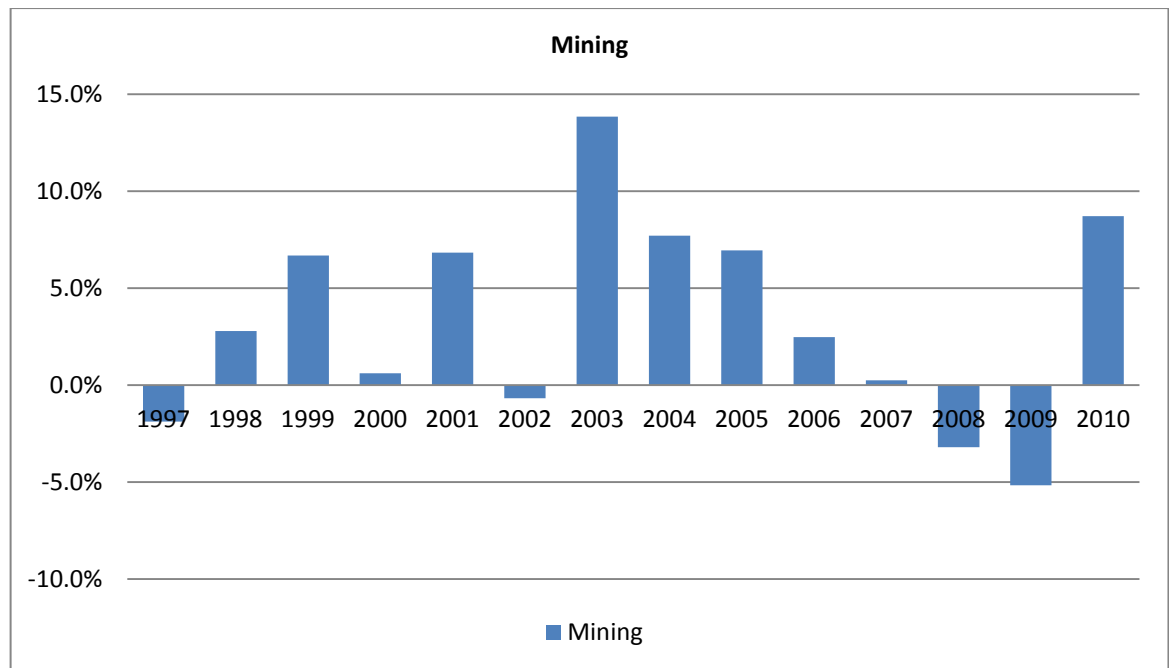
Figure 6.2.7.: Agriculture's contribution to the GDP





Mining and Energy

Figure 6.2.8.: Mining growth pattern over 14yrs



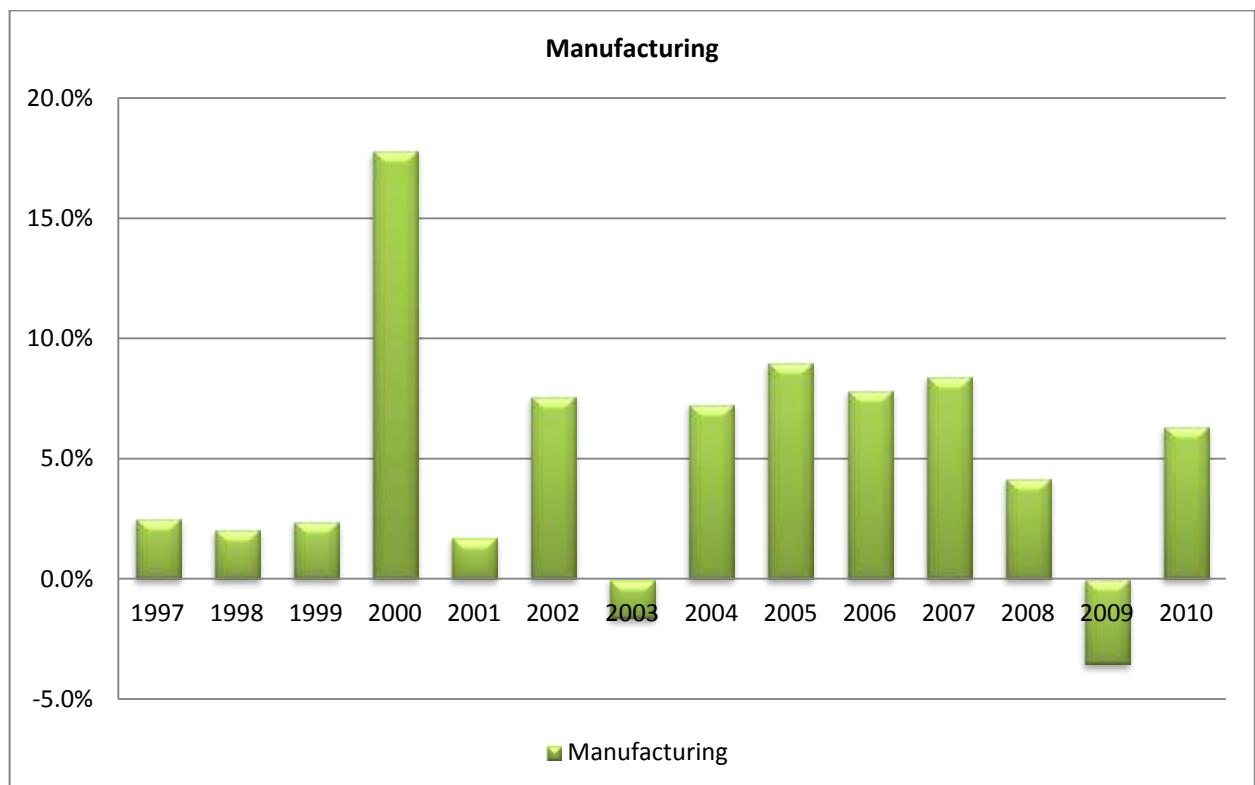
Challenges facing the sector

- Perceived inability of the public sector to provide the necessary bulk infrastructure (e.g. roads, electricity, water) to support the potential expansion programme of mining groups in the area.
- **Degraded and improperly maintained bulk infrastructure**
- Low levels of beneficiation of precious metals to contribute to the economic development of the district.
- Large proportion of inputs and products utilized by mining sector obtained from outside the BPDM.
- **Failure to manage the value chain in the mining supplies manufacturing value chain**
- Fluctuation and sensitivity of the mining sector to international commodity prices and economic conditions.
- Limited opportunities for small scale mining ventures.
- Possible environmental impacts of mining operations within the district.
- Increase and impact of HIV/AIDS on the labour force.
- Mining resources a finite and non-renewable resource.
- Insufficient alignment of identified priorities and challenges of public sector programs with Corporate Social Investment and other programs and initiatives of the mining groups.
- Expanding mining industry will put increasing pressure on available water resources.



Manufacturing and Trade

Figure 6.2.9.: Manufacturing growth pattern over 14yrs





Sector Analysis:

Together with mining, manufacturing sector has been the mainstay of regional economy where there was historical growth in 2000, while the 2004 – 2008 years were steady despite the economic slump of that resulted from the Global Recession. The 2009 negative growth also mirrored the time lag of the mining and commodities driven economic slump pointing to an undiversified economy and challenging the economic planning regime of the District to make major interventions to ensure labour absorption by this sector over the next five years.

Figure 6.2.10: Trade Growth pattern over 14yrs



Challenges facing the Sector

- Limited availability of modern and strategically located industrial and commercial areas in the district.
- Limited opportunities and support for SMME's in the manufacturing sector.
- **Impact of the Basel III protocols in the lending sector post 2009 credit crunch**
- Absence of linkages between production activities in rural areas linked to major manufacturing centres of the district.
- Ongoing urban decay in many Central Business District areas.
- Insufficient leverage from proximity to Gauteng Province.
- Availability of key bulk infrastructure limiting the retail and office development markets in growth areas such as Rustenburg.
- Poor Incentive Scheme or absence thereof
- Lack of coordinated approach to the Spatial Development Initiatives



- Limited beneficiation of raw product to be used in district, both in the agricultural and mining sector.

Tourism

Sector Analysis

Between 2006 and 2010 this sector experienced a steady growth averaging 20%, this must also take account of the “captive growth” fostered by the 2009 Confederations Cup and the FIFA Football World Cup of 2010.

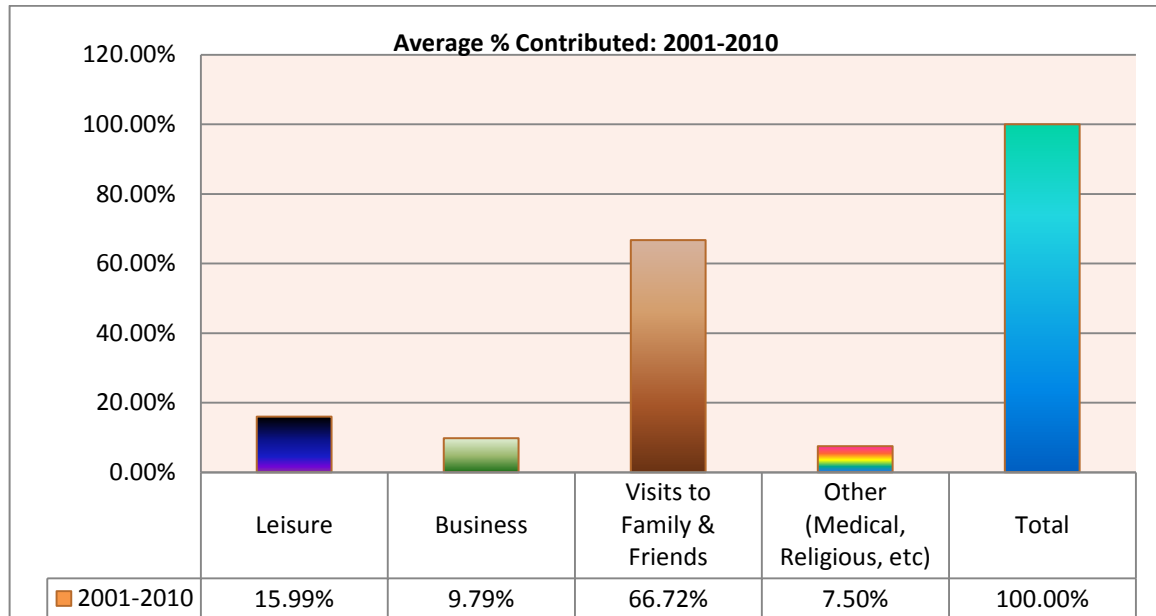
Figure 6.2.11: Tourism contribution to the District GDP



There is an indication that tourism in the region is mainly driven by social visits i.e. Visits to Family and Friends. Leisure performs at a 3rd of the above mentioned category and although this is the case and Leisure is the second highest, it is also performing well above the other two categories at almost 80 and above 100% against “Business” and “Other” respectively.



Figure 6.2.12: Major reasons for tourist visits in the DM



- Insufficient marketing of tourism facilities in the district.
- Limited benefits for rural communities from tourism product development.
- Increasing competition for market share (Local and International) from the other provinces.
- Sub-optimal utilization of natural resources in the District for tourism development.
- Benefits that could be derived from the proximity to large markets such as Gauteng are not optimized.
- Limited opportunities for emerging enterprises and SMMEs to participate in the tourism sector, specifically the lack of access to the international tourism market.
- Limited market profile of cultural tourist attractions in district.
- Insufficient access roads and signage to key tourist facilities.
- Limited BEE participation in district tourism industry.



Construction and infrastructure

- Need to extend the potential positive impact of housing provision and infrastructure development projects in terms of employment creation.
- Insufficient capacity of bulk infrastructure networks (with specific reference to water provision and sewage treatment plants) to handle the current rate of development within the district.
- Need for improvement of the public transport system and facilities.
- Condition of road infrastructure, especially in rural areas and the accessibility and cost of public transport for these communities.
- Insufficient road linkages with Gauteng via Hartebeespoortdam and Magaliesberg.
- Concerns about road safety and insufficient law enforcement to ensure safe and reliable transport.
- Limited access to and from N4 to stimulate further development along the SDI
- N4 currently only functioning as a single carriageway.
- Insufficient facilities (including safety and security) at existing taxi ranks to comply with requirements of recapitalization program.
- Limited availability of technical and other skills in the district to support large infrastructure development and construction projects.



SMME Development

- Perception of limited institutional and financial support for SMMEs.
- Limited integration of formal and informal sector economic activities.
- Ineffective information dissemination of available support programs and policies for the development SMMEs.
- Absence of a comprehensive information database on SMMEs in the district.
- Uncoordinated SMME support activities.

Training and skills development

- General low skills and education levels within the district impacting on economic growth and development. An aspect of specific concern is the high levels of functional illiteracy in certain rural parts of the district.
- Limited availability of institutions of higher learning within the district.
- High cost of education and limited recognition of prior learning experiences.
- Loss of existing skills within the district to areas such as Gauteng.
- No overall coordinated skills development program for the district and limited integration with SETA programs.
- Limited capacity and skills within local government as the key drivers of service delivery.
- No coordinated approach to identify and initiate research focused on key economic sectors in the district.

Objectives

One of the single biggest challenges facing the economy of the district is economic diversification. The district economy is to a large extent centred on the production of the PGM group metals, with tourism, manufacturing, and agriculture playing important but lesser roles in the economy. While the production of platinum remains at a relatively strong and stable level, it is nonetheless a finite and non-renewable resource. To this end, all role players in the district should contribute to a diversification strategy that will attract a wide array of self-sustainable business to the district. The ongoing expansion of the mining industry will certainly continue to make a viable contribution to the district economy.

The BPDM should therefore promote the development in key economic sectors such as agro processing, export orientated manufacturing, and tourism to position the area as a competitive regional and international producer of high quality and innovative products and services.



Overall district objectives

The overall district key strategic objectives to support economic growth and investment in the District are:

- To secure economic development that is sectorally and spatially diversified and benefits all people of the district, both in the first and second economies.
- To develop and acquire institutional capacity, technology and skills that will facilitate and support rapid economic development
- To compete effectively at a regional, national, and international level for new investments, and retention of the existing investment base in the district.

Objectives of key sectors

The objectives for the various key economic sectors identified in the District Local Economic Development Plan and District Growth and Development Strategy is summarized in the subsequent sections.

(i) Agriculture and Agro-processing

- To optimize the potential opportunities for agro-processing facilities and activities, with a specific focus on food and vegetable processing facilities.
- To investigate and undertake the necessary feasibility analysis for the production of specialized high value agricultural produce such as spices, herbs and indigenous teas.
- To protect high potential agricultural land from inappropriate development in line with the recommendations of the Provincial Spatial Development Framework.
- To introduce environmental rehabilitation programmes to prevent further land degradation in many of the rural and mining parts of the district.
- To provide appropriate assistance in the form of skills development, access to capital, infrastructure, and equipment to small-scale farmers.
- To promote the transfer of state owned farms into private or semi-private (co-ops) ownership to facilitate the conversion of these farms into commercial farming operations and to assist with the commercialisation of small-scale and subsistence farming activities.
- To enhance the institutional capacity of traditional authorities to contribute positively towards sustainable rural development in their areas.
- To speed up the finalization of all outstanding land reform processes within the district.
- To promote the development of entrepreneurial skills in the rural areas of the district.

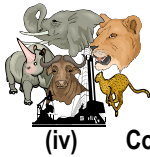


(ii) Manufacturing and Trade

- To identify and develop modern and strategically located industrial/ commercial areas linked to the Platinum SDI
- To establish an incubator network and funding mechanism that would be used as a platform to boost economic development across a broad range of manufacturing activities.
- To develop a vibrant agro-processing sector linked to high value agricultural products.
- To investigate the feasibility of establishing a mining equipment manufacturing hub and mining supply park within the district.
- To establish small scale manufacturing hubs and cottage industries in rural areas linked to central processing facilities in the major district nodes.
- To promote the revitalization of the CBD areas as the core economic centres of the district
- To leverage the locational benefits of the Brits area as a potential vehicle component manufacturing hub and a dry-port for distribution process
- To optimize the opportunities resulting from projected retail and office development as identified in the Spatial Development Framework of the Madibeng and Rustenburg areas specifically

(iii) Tourism

- To develop a comprehensive marketing strategy that increases the exposure of both existing and potential future (e.g. Heritage Park) tourism facilities within the district.
- To maximize the potential long term impact and development opportunities that may result from the implementation of the Heritage Park.
- To develop a programme that will allow rural communities to benefit from tourism development (e.g. communities around Heritage Park, Borakalalo, etc.) in the district.
- To maximize the benefits that could be derived from the proximity to large domestic tourism markets in Gauteng, especially in the Hartebeespoortdam area.
- To identify opportunities for BEE and SMME establishments to participate in existing and new tourism ventures in the district.
- To establish appropriate information system to monitor and analyze tourism patterns in the district.
- To develop appropriate skills in the field of conservation and tourism.
- To promote the development of cultural tourism attractions in the district.
- To identify and develop tourism nodes in line with the character of the surrounding environment.
- To maximize the effect of growth in the tourism sector on other key economic sectors.



(iv) **Construction and infrastructure**

- To optimize the impact of the Extended Public Works Programme in the district through housing and public sector infrastructure development projects.
- To ensure the availability of appropriate bulk infrastructure networks with sufficient capacity to accommodate expected future growth, especially in key development nodes.
- To upgrade the existing provincial road network to improve accessibility and linkages between the core areas and rural clusters.
- To focus urban development and investment nodes along major public transportation routes to contribute to the establishment of viable transport corridors.
- To improve road linkages to Gauteng via Hartebeespoortdam and Magaliesberg.
- To improve access to and from the N4 to further stimulate development at strategic locations and consider the future upgrading of the N4 to a dual carriageway.

In addition to the objectives outlined above, the Integrated Transport Plan of the District also identified a number of objectives specifically relating to transport issues. These include:

- To reduce the average travelling time for people using one travel mode to 50 minutes and to reduce the average travelling time for people using two travel modes to 85 minutes.
- To surface all roads that are of regional importance, especially along public transport routes, and to regularly re-gravel all roads along public transport routes.
- To control the overloading of heavy vehicles along identified heavy vehicle routes through the building of overloading control centres or mobile weigh-bridges.

(v) **Mining and energy**

- To ensure that public sector investment in critical bulk infrastructure development supports potential expansion programmes of mining groups.
- To increase levels of beneficiation of precious metals and contribute to the economic diversification of the district.
- To increase the proportion of products utilized by the mining sector which are manufactured and obtained within the district.
- To support the implementation of the mining charter requirements.
- To ensure better alignment between the Corporate Social Investment programmes of mining companies and priorities of public sector investment programmes.
- To explore opportunities for small-scale mining ventures.
- To ensure that future spatial and infrastructure development takes cognizance of the impact of existing and future mining operations and mining rights and to ensure that infrastructure development is sensitive to the expected lifespan of large individual mining operations.



- To integrate mining settlements with the broader spatial and settlement pattern of the district to ensure its long term sustainability and viability after mine or shaft closures.

(vi) SMME development

- To create an enabling environment within which SMME's can be developed on the basis of sound business principles with specific reference to the implementation of the incubator approach.
- To effectively utilize existing government structure to disseminate SMME support information of services. Multi-purpose community centres can play a key role in this regard.
- To provide ongoing and sustainable support to SMME's, for example in the form of a SMME helpdesk.
- To develop and maintain an up to date, accurate and reliable database of all SMME's within the district.

(vii) Training and skills development

- To address the high illiteracy levels through appropriate Adult Basic Education and Training programme.
- To develop an overall skills development programme that is linked to the economic development strategy and targets of the district.
- To develop an e-Government strategy and platform that aligns the information communication strategy with a service delivery strategy and is aimed at improving the quality of all government services. This strategy would be linked to the provision of multi-purpose community centres to provide improved access to government services.
- To improve the overall capacity and skill levels of key officials within local government to accelerate service delivery in the district.
- To promote research initiatives in support of identified economic development intervention areas through the North West Research Coordinating Forum.

Implementation programme and potential projects

A number of potential priority projects have been identified per economic sector and is outlined in the subsequent sections. These projects were identified from the LED plan of the Local Municipalities, the district LED plan and synthesized through the preparation of the District Growth and Development Strategy. A full list of all those projects that are being implemented or planned to be implemented in the district by all organs of state (as compiled by the BPDM) is referred to in **Volume 9**.



Agriculture and agro-processing

- Horticulture cluster (Brits-Hartebeespoort)
 - Establishment of an e-business agricultural hub
 - Dehydrated products and oil extraction
 - Grape juice production
 - Canning of products
- Organic herb production co-operative
- Rural Information and Telecommunication centres (tele-centre x 3 in the District)
- Rural Integrated Energy Centre (x 2 in the District)
- Pilot Waste collection and recycling
- Bio-ethanol from sweet sorghum

Manufacturing

- Construction materials supply park
- Development of knowledge based industries and production of high value items with limited environmental impact at Pilanesberg airport.
- Feasibility of slate beneficiation cluster (Kgetleng)
- Brick manufacturing plant (Kgetleng)
- Vehicle component manufacturing park and distribution dry-port (Brits)

Mining and mineral beneficiation

- Mineral beneficiation cluster
- Platinum Visitor Mining equipment manufacturing hub and mining supply park (Rustenburg)
- Centre/Theme Park
- Leeukop project (Between Bakwena ba Mogopa and Afplats)
- Sedibelo Platinum Project (Bakgatla-ba-Kgafela and Placer Dome)

6.5.4 Tourism Development

- Implementation of Heritage Park (including development at Molatedi Dam)
- Further development of tourism facilities around Sun City node
- Development of tourism facilities at Borakolalo Reserve (Klipvoordam)
- Upgrading of Papatso cultural village and establishment of incubator for arts, crafts and cultural industries.



- Heritage Park Tourism company
- Improved road access to Hartebeespoortdam tourism node
- Soccer World Cup precinct development
- Traditional Art Gallery and cultural information centre (Rustenburg)
- Bospoortdam Tourism/Waterfront development (Rustenburg)

Infrastructure and construction

- Distribution and Logistics hub (Rustenburg)
- Improved access roads to Heritage Park and Botswana
- Upgrading and revitalization of district CBD program
- Information and Telecommunications Centre in the District
- Development of N4 integrated mixed land use precincts (including development of improved access to N4 at identified nodes)
- Upgrading of public transport ranks and taxi ranks in support of recapitalization program
- Bulk infrastructure development program to unlock and support rapid development at key development nodes
 - Jhb road – Old Pretoria Road – Hexrivier Triangle (Rtb)
 - Boitekong (Rtb)
 - Boschoek – Rasimone (Rtb)
 - Olifantsnek Corridor
 - Hartebeespoortdam area
 - Sun City/Mogwase
 - Makapaanstad – Mathibestad node

Safe and healthy environment

Section 4(2) of the Municipal Systems Act requires a municipality to promote a safe and healthy environment in the community and contribute to the progressive realisation of the fundamental rights contained in the Constitution. The Bojanala Platinum District Municipality seeks to, within its capacity and in the context of its powers and functions, contribute directly to the progressive realisation of these rights for its community. The following resulting municipal priorities have been identified as part of this key performance area:

- Public transport
- Social Development
- Sports, art and culture



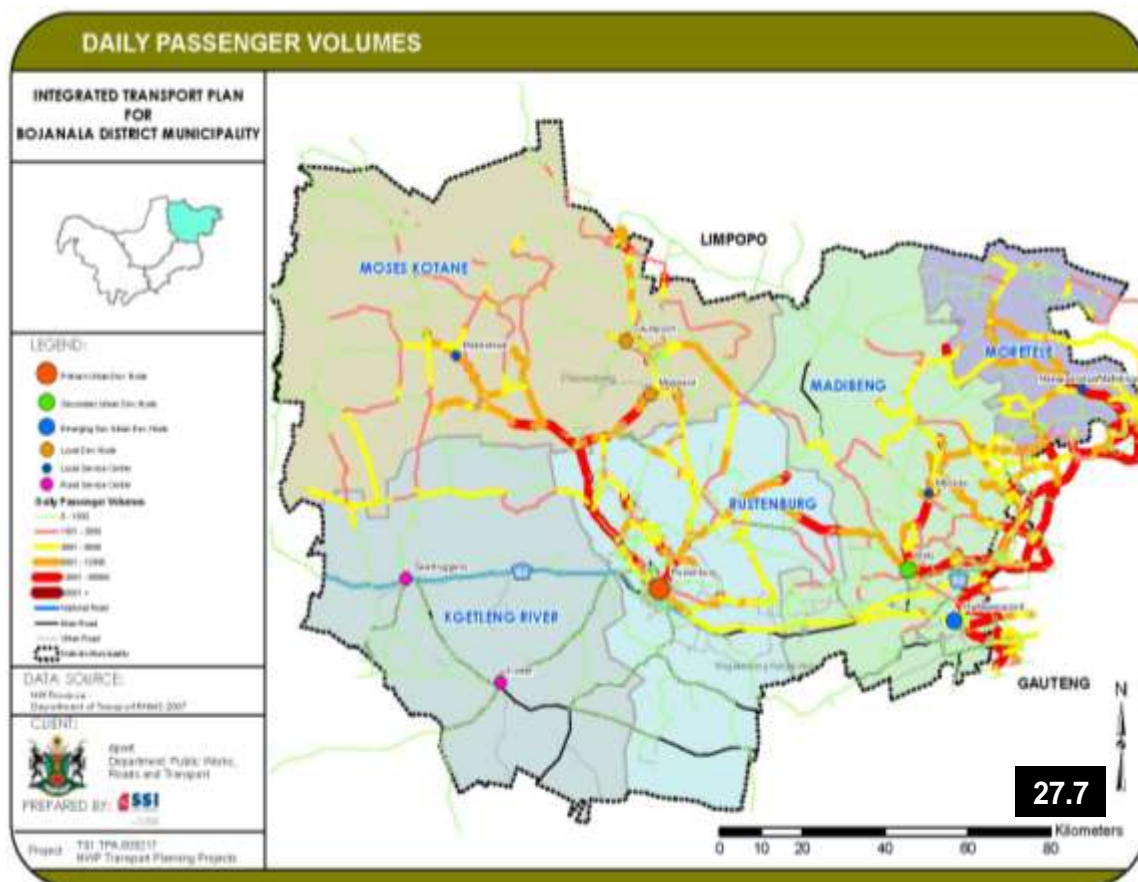
- Disaster management
- Fire and emergency
- Municipal health services

6.6.1 Public transport

6.6.1.1 Status overview

There are some 262 000 daily work trips generated within the district, mostly in Rustenburg (123 710). In most cases, the trips originate and end in the same municipality. For example, 90% of the trips in Rustenburg begin and end in Rustenburg. The comparative figure for Brits is 98%. In areas which serve as labour pools such as Moses Kotane and Moretele these figures are much lower. For example, only 62% of the trips originating in Moses Kotane, remain in the municipality. In Moretele only 41% of trip origins also have destinations in the municipality. On a regional basis, the effect of Tshwane is demonstrated in that there are some 31 000 daily trips to work in Tshwane from municipalities within the BPDM.

Figure 6.6.1: passenger routes by volume





The average travel time for the urban, semi-urban and rural areas are outlined in Table 6.6.1.1. As would be expected, there are significant differences between the urban and rural travel times, with the rural population averaging 75 minutes compared to the urban workers at just over three quarters of an hour.

Table 6.6.1.1: Average travel time to work in Bojanala District

| Average time (minutes) | |
|------------------------|-------------|
| Urban | 47.6 |
| Semi-urban | 62.0 |
| Rural | 75.1 |
| Total | 60.2 |

Source: TRC Consortium Household Survey 2002

It is of concern that at least a quarter of the urban households and 40% of the rural households spend more than the recommended 10% of their income on travel costs. In the Moretele LM, almost half of the rural households fall into this category. Table 5.23 shows community views about transport problems and it is evident that the lack of adequate public transport is, overall, by far the main transport problem facing households in the BPDM. In Madibeng, however, the most important problem seems to be the poor quality of public transport.

Table 6.6.1.2: Community views on transport problems

| Transport Problems | Percentage of responses | | | | |
|----------------------------------|-------------------------|----------|--------------|------------|----------|
| | Area | | | | |
| | Moretele | Madibeng | Moses Kotane | Rustenburg | Bojanala |
| Lack of public transport | 37 | 15 | 53 | 31 | 37 |
| Long waiting times | 18 | 13 | 11 | 19 | 15 |
| Poor quality of public transport | 13 | 25 | 8 | 13 | 14 |
| Transport infrastructure | 15 | 6 | 13 | 7 | 11 |
| Expensive transport | 5 | 16 | 8 | 16 | 10 |
| Driver behaviour | 6 | 19 | 3 | 7 | 8 |
| Overloading | 5 | 5 | 2 | 7 | 4 |
| Lack of shelters | 1 | 2 | 2 | - | 2 |

Source: BPDM Draft Integrated Transport Plan, 2012



Table 6.6.1.2 shows the priorities with regard to expenditure on transport. There is a large degree of consensus on what the most important priority is, namely, to improve the road conditions. If all the transport related improvements are combined (increase/improve public transport facilities, services and vehicles), it is evident, however, that most households regard the improvement of public transport as the most urgent priority.

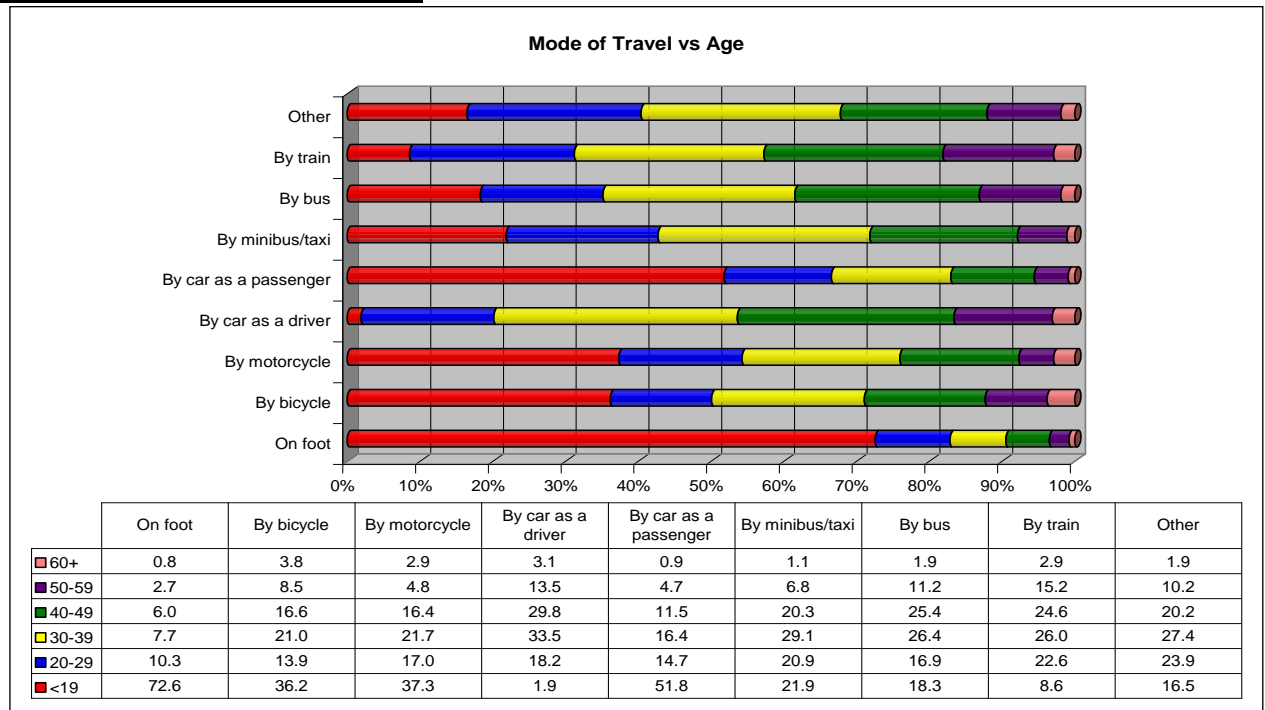
Table 6.6.1.3: Transport priorities

| Transport Problems | Percentage of responses | | | | |
|---|-------------------------|-----------|--------------|------------|-----------|
| | Area | | | | |
| | Moretele | Madibeng | Moses Kotane | Rustenburg | Bojanala |
| Improve roads | 32 | 26 | 38 | 32 | 32 |
| Increase/improve public transport facilities | 16 | 26 | 15 | 17 | 19 |
| Increase/improve public transport services | 25 | 10 | 20 | 16 | 18 |
| Improve conditions of public transport vehicles | 12 | 26 | 11 | 12 | 15 |
| Improve road furniture | 9 | 3 | 13 | 20 | 11 |
| Reduce fares | 4 | 3 | 2 | 3 | 3 |
| Improve driver abilities | 2 | 2 | 1 | 1 | 1 |
| All public transport improvements | 57 | 65 | 48 | 48 | 55 |

Source: BPDM Draft Integrated Transport Plan, 2012

The age breakdown of the users of different modes of travel within the district is summarized in Figure 5.11. As can be expected, the largest proportion of people travelling on foot or by bicycle is younger than 19 years of age (72.6% and 36.2% respectively). In contrast, people driving private cars are mostly characteristic of the 30-39 and 40-49 age group which represents 33.5% and 29.8% in this category.

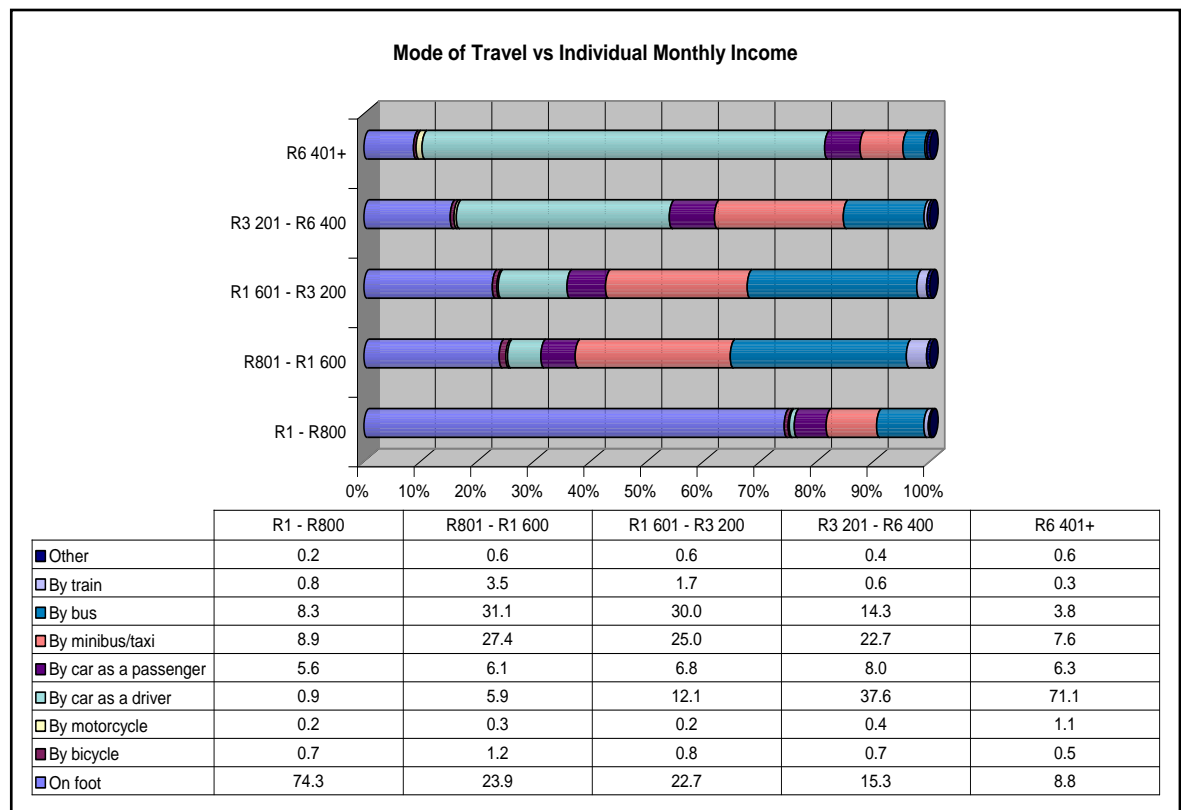
Figure 6.6.1.4: Mode of travel vs. Age





The correlation between individual income and mode of travel is clearly depicted in Figure 5.12 below. This information indicates the effects of low affordability levels on the mobility of the population with 74.3% of all individuals earning less R800 per household per month indicating that being a pedestrian as their main mode of travel. Conversely, more than 71% of individuals earning more than R6400 per household per month are driving private cars and 37.6% of those individuals earning between R3200 and R6400 per household per month. What is also notable is that the use of minibus taxi and busses represent a substantial proportion within all the income categories.

Figure 6.6.1.5: Mode of Travel vs. Individual monthly income



Source: 1. Statistics SA Census Community Profiles, 2001

2. SuperCROSS cross-tabulation, 2006

6.6.1.2 Key issues/challenges

The District Integrated Transport Plan identified the following as some of the most pressing needs relevant to Public Transport in the district:

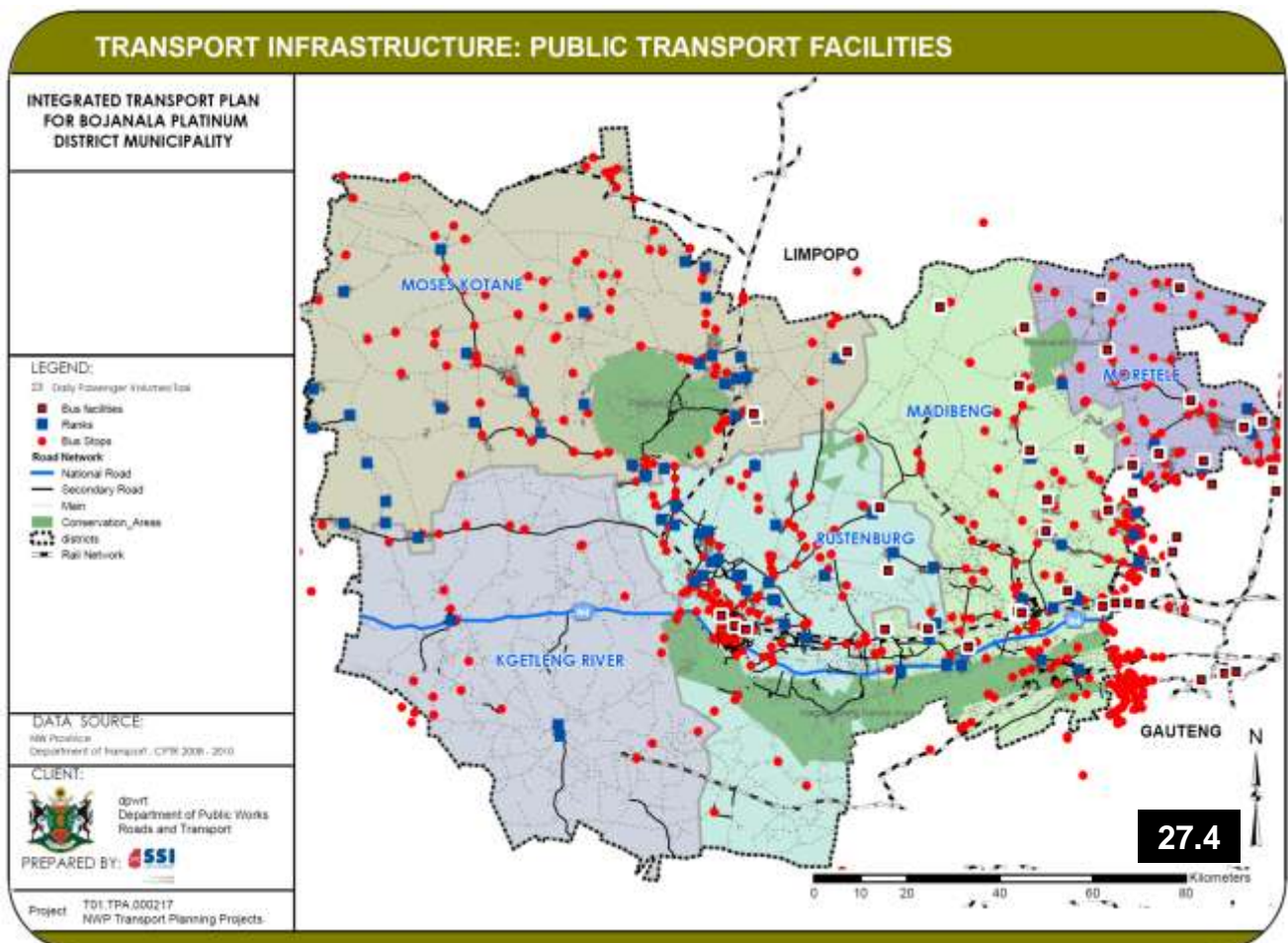
- Improvement of the public transport system
- Improvement of road infrastructure, especially in rural areas
- Improvement of municipal capacity in dealing with land transport planning and implementation



- ### 6.6.1.2 Objectives

(i) **Public Transport**

- To formalize and fully equip all minibus-taxi facilities that are in the top five of the priority lists for each local municipality by 2008.
- To have 90% of the population within 10 minutes of public transport services by 2020.
- To maintain the status quo modal split of motorised transport between public transport and private transport (70% public, 30% private)
- To achieve an appropriate balance between mini-bus taxis and busses.





(ii) Institutional capacity

- To address the lack of capacity within the municipality in terms of addressing transport related problems.
- To assist the municipality to achieve agreement on the responsibilities of all government stakeholders, relating to the ownership, management and upgrading of roads in the district
- To establish and maintain a Transport Co-ordination Committee (TCC), to effectively coordinate and integrate transport planning and management, between the various local municipalities and also between the District Municipality and the North West Province.

(iii) Levels of service

- To reduce the average travelling time for people using one travel mode to 50 minutes
- To reduce the average travelling time for people using two travel modes to 85 minutes
- To reduce overcrowding in public transport vehicles by providing more vehicles per route.
- To limit 95% of transfers to less than two

(iv) Transport and Land Use Integration

- To integrate land use and transport, in particular public transport
- To incorporate the transport component of the next round of Integrated Development Plans
- To support public transport by means of the spatial development framework of local municipalities
- To support and give access to all the proposed Multi-purpose Service Delivery Centres within the District Municipalities.

(v) Modal integration

- To achieve modal integration through facilities, especially at well established CBD's, such as Rustenburg
- To encourage the operation of buses in rural areas as it is more suitable for gravel roads than taxis
- To limit the use of LDVs and other unsuitable vehicles as public transport vehicles to less than 5% of vehicles transporting commuters.
- To co-ordinate ticketing systems between modes of transport to move towards an integrated through ticketing system.



(vi) Travel demand management

- To utilize Travel Demand Management techniques to manage congestion within the functional CBD's of local municipalities.
- To utilize urban traffic control systems to alleviate congestion within the Central Business District of Brits

(vii) Private transport

- To maintain the utilization of private transport at below 15% for all commuter trips within the district municipality

(viii) Road infrastructure

- To surface all roads that are of regional importance, especially along public transport routes which carry more than 200 passengers per day.
- To re-gravel all roads along public transport routes every six months until such roads are surfaced.
- To allocate clear responsibilities for all planning, development and maintenance of each road section between the province, the District Municipality and the Local Municipalities.

(ix) Special categories of passengers

- To ensure that the public transport system caters for people with disabilities and elderly people.
- To locate public transport routes close to schools and other places of learning so that learners can utilize public transport to get to school.

(x) Incident management

- To build capacity in the municipality to deal with incidents along the major routes within the district municipality, specifically incidents involving dangerous substances.

(xi) Road freight

- To restrict the "rat running" of road-based freight vehicles within the municipalities
- To control the overloading of heavy vehicles along identified heavy vehicle routes through the building of Overloading Control Centres or mobile weight-bridges.

(xii) Road safety

- To reduce the number of fatal accidents by 50% by 2008
- To reduce the total number of accidents by 30% by 2008.

(xiii) Law enforcement

- To reduce the number of public transport operators operating without operating licenses by 50% in 2008



- To eliminate 50% of un-roadworthy vehicles in five years time.

(xiv) Non-motorised transport

- To provide adequate facilities for non-motorised transport such as bicycles, walking and donkey carts, and subsequently to promote the use of these transport modes.

6.6.1.3 Implementation programmes/projects

The key proposals of the Public Transport Plan as identified in the District Integrated Transport Plan are summarized below (see **Volume 12** for detailed proposals):

- The moratorium on the issuing of new operating licenses should be maintained and the OSL provides a procedure whereby applications for new operating licenses can be considered in due course. Applications for the amendment of permits and/or licenses can be considered, but only in terms of the principles and procedures which are set out in the OLS.
- Traffic Authorities in the BPDM have been canvassed to assist the province in the minibus-taxi legislation process.
- For the medium term, recommendations are contained in the rationalization strategy regarding a method of rationalizing public transport services in the BPDM over the medium term (5 years) to the long term (10 years) and beyond. This involves the identification and development of a strategic public transport network (SPTN) with all future facilities and infrastructure investments being supportive of the network. The Spatial Framework proposed in the ITP is sympathetic to the notion of developing a strategic public transport network and has identified appropriate corridors and nodes at which interchange should take place, affording the opportunity for local economic activity.
- In the short term, the only effective short-term plan which can be pursued by the Bojanala Platinum District Municipality in respect of public transport is to assist the province in the pursuit of minibus-taxi legislation and formalization initiatives. The essence of the short-term PTP is, therefore, a strategy aimed at supporting minibus-taxi formalization and legislation. The elements of this strategy are as follows:
 - Zero tolerance for operators/drivers making use of unroadworthy vehicles, leading to the impoundment of such vehicles and
 - Zero tolerance for drivers operating without the necessary operating licenses (or permits) and without the requisite drivers' licences and vehicle roadworthy certificates.



- Expedite the short-term thrust of assisting the province in terms of legalisation and formalization through the application of traffic safety and other regulations, a Standing Committee should be convened which reports to the ITP Steering Committee. The Standing Committee, to be known as the Standing Committee for Public Transport Law Enforcement, should include both provincial and municipal Senior Traffic Officers and be convened as soon as the BPDM IDP has been approved by the Bojanala Platinum Municipal Council. The Standing Committee should develop its own terms of reference and devise a strategy to implement the requirements of the BPDM ITP.

In addition to the IDP recommendations outlined above, the District Municipality will also continue to engage the relevant Provincial Department that is presently performing this district function and continue to support implementation of projects and programs aimed at improving provision of equitable, safe and affordable public transport to communities.

A full list of all known projects that implemented or planned to be implemented in the district by all organs of state is reflected in **Volume 12**.

6.6.2 Social Development

6.6.2.1 Status Quo overview

There are indications that the poverty rate for the district as a whole decreased from approximately 44% in 2002 to about 36.8% in 2010. The highest poverty rate within the district is prevalent in the Moses Kotane and Moretele Local Municipalities (52.7% and 47.2% by 2010). The lowest poverty rate is prevalent in the Rustenburg Local Municipality with an estimated 25.2% of its population living in poverty by 2010.

It has already been indicated in Section 1 of this document that 38.8% of the total population within the district is younger than 19 years of age and would require special attention as far as the provision of facilities for the youth is concerned. Furthermore, a total of 7.5% of the total district population which translates into approximately 89 538 people are older than 60 years of age and appropriate forms of social support and facilities for the elderly is thus need to be considered.

6.6.2.2 Key issues and challenges

- High proportion of population younger than 19 years of age
- A total of 89 538 people in the district is older than 60 years of age.
- The poverty rate in the district, although declining, remains high at an estimated level of approximately 37%.



- High poverty levels in excess of 50% and low per capita income in many rural parts of the district.
- Continued increase in the total number of unemployed persons in the district, although overall unemployment rate seems to have stabilized from 2002.
- High unemployment rate of approximately 40%.
- Significant spatial inequalities regarding the distribution of unemployment and poverty within the district.

6.6.2.3 Objectives

The overall district objectives for social development are:

- To ensure availability of appropriate facilities for aged, including support for home-care programmes
- To increase access to well equipped pension pay-points
- To improve the accessibility of both public and private facilities for the disabled

6.6.2.4 Implementation programme and projects

The District municipality will embark on programmes to promote a more qualitative approach to poverty alleviation and strengthen the productive capabilities of the poor and vulnerable individuals.

The district will continue to monitor support and where possible sustain and improve the effectiveness of Social Development programmes targeted at providing a cushion of support to those most exposed to the threat of abject poverty.

The district will work with Local Municipalities towards consolidating the Local Municipalities indigent registers so as to get a District overview of poverty and or poverty pockets. The register would be used to inform service delivery focus from the Social cluster Departments and stakeholders.

The following programmes will be considered:

- Interventions to strengthen community based care;
- Intervention on poverty alleviation;
- Intervention on early development centres (EDC's); and
- Support to burial of the indigents.

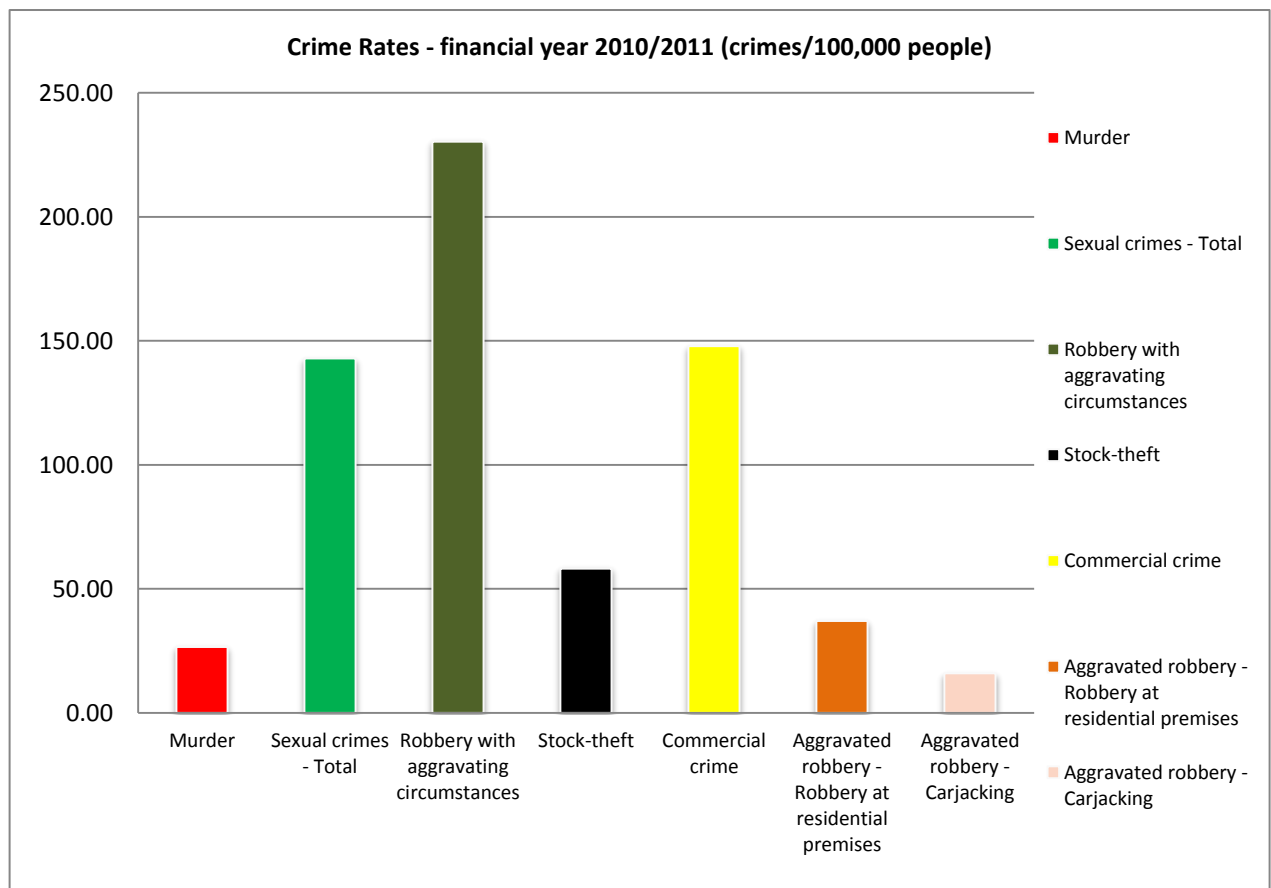


6.6.3 Community Safety

6.6.3.1 Status Quo

Bojanala Platinum District Municipality is divided into three policing clusters which are Rustenburg, Brits and Mmakau. During 2009/10 financial year, Bojanala Platinum District noted a decrease of 13% on murder cases in Rustenburg, 8% in Brits but a 10% increase of this category of crime in Mmakau Cluster. No robbery of cash in transit was recorded and bank related crimes were reduced by 70% in the Rustenburg Cluster whilst no bank robberies were recorded in the Mmakau Clusters.

Figure 6.6.3: Most dominant Crimes in the District



The Brits Cluster recorded an increase of all categories of crime, contact crimes and property related crimes except murder. Stock-theft increased by 38%, theft out of motor vehicle by 27% whilst all robberies increased by 11 % in the cluster.

6.6.3.2 Key Issues and Challenges

- Huge number of people influx the area seeking employment;
- The mining industry creates a potential environment for criminal activities;
- Promulgation of by-laws to control trading environment;
- Lack of community participation on social crime prevention initiatives;



- Lack of political buy-in on crime prevention matters; and
- Lack of co-ordinating structure to coordinate crime prevention initiatives between Non Governmental Organisations, Local Municipalities, other Departments and South African Police Services.

6.6.3.3 Objectives

- To support the improvement of criminal justice system;
- To adopt a sustainable, multi-disciplinary approach to prevent crime;
- Strengthening partnership with sector departments;
- To support the improvement of municipal services and facilities.

6.6.3.4 Implementation programme and projects

- Establishment of sector crime forums/community safety forums;
- Awareness campaigns;
- Community mobilization programmes to prevent crime; and
- Crime prevention through environmental design.

6.6.4 Sport, Arts and Culture

6.6.4.1 Status Quo overview

The Sport, Arts and Culture unit is guided by the White Paper on Sport and Recreation and the White Paper on Arts, Culture and Heritage and also the National Sport and Recreation Plan. The National Sport and Recreation Plan is an implementation plan for the sport and recreation policy framework as captured in the White Paper. The Unit's role is also support the local municipalities as their roles differ from the districts. The Sport Arts and Culture Unit is partnering with the Provincial Department of Sport Arts and Culture in all their programs, this is assisting in terms of financial resources. The partnership is also done with all Arts and Culture Associations, federations and other institutions.

Bojanala Platinum District Municipality Sport and Recreation Policy and the Bojanala Platinum District Municipality Arts, Culture and Heritage Policy were developed and it gives guidance on how the unit is expected to work. The policies clearly specify the role of Bojanala Platinum District Municipality in terms of Sport Arts and Culture issues. The district is continuing to support Sport development programs through the federations.

Bojanala Platinum District Municipality also developed a report on the audit of sport and recreation facilities. The audit's purpose is to provide an audit report on sport and recreation facilities within 5 Bojanala constituent municipalities and indicates the level of utilisation. The audit assists in terms of local municipalities needs for sports equipment, and it has showed that soccer, netball and volleyball are the



mostly played sporting codes. It also showed the sporting codes which needs more attention in terms of sport development.

6.6.4.2 Key issues / Challenges

Some of the most critical issues in the district as identified through the IDP processes of the various local municipalities relating to Sport, Arts and Culture is:

- Limited budget to roll out or implement sport, recreation, arts and culture programmes;
- Lack of Sport facilities especially in rural areas;
- The need for improved maintenance of existing facilities;
- The facilitation of organized sports structures in the district;
- The need for sport equipments in various sports facilities;
- Capacity Building for athletes, coaches and administration;
- Funding of arts and culture programs; and
- Lack of Heritage programs in the district;

6.6.4.3 Objectives

- Facilitate and support the development of appropriate sport development recreation policies and strategies;
- Facilitate funding provision towards sporting infrastructure;
- Facilitate and build partnership with stakeholders, sport federations and arts and culture associations;
- Facilitate transformation on Sport and support capacity building initiatives that will improve the functioning and ability of the federations and local clubs, for them to perform their roles efficiently and effectively;
- Support the initiatives to ensure that previously disadvantaged people in terms of race, gender, class, age, and disability have equal access and benefit from sport, arts and culture development programs;
- Coordinate and support the development of sport arts and culture program organised by Provincial stakeholders, federations, arts and culture association;
- Support and coordinate heritage programs organised by the Provincial and local municipalities.

6.6.4.4 Key programmes and projects

It is the aim of the municipality to support and encourage the development of a robust culture and an innovative industry of the creative arts. It will support the following:

- Arts, Culture and Heritage programmes and
- Sport and recreation programmes.



6.6.4 Disaster Management

6.6.4.1 Status Quo overview

The findings of the macro disaster risk assessment conducted as part of the District Disaster Management Plan (see **Volume 11**) has produced the following disaster risk profile for the district as a whole:

Table 6.6.4.1.1: Priority disaster risks

| Natural hazards | Acceptable 0-10 | Harmful 11-15 | Dangerous 16-20 | Extremely Dangerous 21-25 | Devastating 25+ |
|---------------------------|--|--|--------------------|---|--------------------|
| Geological | Earthquakes | | | | |
| Biological | Animal infestations | | Epidemics | | |
| Hydro meteorological | Famine | Extreme weather events Seasonal drought Veld Fires | | Seasonal floods Tornadoes | |
| Technological hazards | Acceptable 0-10 | Harmful 11-15 | Dangerous 16-20 | Extremely Dangerous 21-25 | Devastating 25+ |
| Technological | Domestic Fires Industrial fires Transportation accidents Political unrest | Hazardous Materials accidents Transportation Spills Dam Failures | Air Pollution | Water pollution Mining Activities Nuclear Accidents | |
| Environmental degradation | | Soil erosion Loss of bio diversity | | | |

Source: Disaster Management Plan

An assessment of the various factors contributing to vulnerability in the BPDM from a Disaster Management Perspective is outlined in Table 6.6.4.1.2.

Table 6.6.4.1.2: Assessment of factors contributing to vulnerability in the BPDM

| Elements at risk | Physical infrastructure | Social factors | Ecological factors | Economic factors | Political factors |
|---|--|---|---|--|---|
| Individuals, households and communities | Poor location and planning of settlements due to lack of access to suitable land Lack of access to formal/suitably designed dwellings Poor building standards Poor or no storm water drainage Remote locations and poor access routes Lack of access to: Clinics and health services | Lack of access to education Illiteracy Lack of awareness of disaster risk and risk avoidance behaviour Lack of adequate early warning systems Lack of emergency preparedness Lack of access to information Lack of safety and | Pollution from mines and industries Famine due to drought Urbanisation to mineral rich areas Very dry conditions increase risk of fires Lack of regulations and enforcement of existing regulations controlling emissions | Poverty Lack of job opportunities Single headed households Child headed households Lack of funding for risk reduction initiatives Lack of access to insurance | Lack of political will to acknowledge levels of disaster risk Political infighting Faction fighting Lack of political Poor prioritisation |



| | | | | | |
|-----------------------------|---|--|---|---|---|
| | <p>Potable water</p> <p>Sanitation</p> <p>Electricity</p> <p>Communication</p> <p>Emergency services: medical fire</p> <p>Pollution from industry</p> | <p>security services</p> <p>Transitions in cultural practices, lowering of levels of morality and poor social cohesion</p> <p>Urbanisation to mineral rich areas in seek of job opportunities</p> <p>Overpopulation and crowding</p> <p>Inadequate law enforcement</p> | | | |
| Property and infrastructure | <p>Lack of robust structures in informal settlements</p> <p>Lack of storm water drains</p> <p>Lack of access to electricity and fire fighting resources increases fire risk</p> <p>Lack of enforcement laws and regulations</p> <p>Poor maintenance of roads and bridges</p> <p>Poor management of water courses</p> <p>Lack of access to water for irrigation purposes</p> | <p>Lack of access to information on farming techniques, fire prevention and fire fighting</p> <p>Lack of access to information and training in proper building techniques</p> | | Lack of access to insurance | <p>Lack of political will to acknowledge levels of disaster risk</p> <p>Poor prioritisation</p> |
| Livestock | <p>Inadequate or nonexistent fencing</p> | <p>Lack of access to proper farming technique training</p> <p>Lack of education on animal diseases</p> <p>Lack of access to vaccination and dipping facilities</p> | <p>Lack of access to suitable grazing</p> <p>Pollution from mines and industries</p> <p>Famine due to drought</p> <p>Very dry conditions increase risk of fires and loss of grazing</p> | Lack of access to insurance | <p>Lack of political will to acknowledge levels of disaster risk</p> <p>Poor prioritisation</p> |
| Environment | <p>Lack of fencing-overgrazing</p> <p>Pollution from industry</p> | <p>Lack of education and awareness</p> | <p>Pollution from mines and industries</p> <p>Soil erosion due to lack of awareness and information</p> <p>Deforestation due of lack of access to fuels</p> <p>Very dry conditions increase risk of fires</p> | Stripping of natural resources due to poverty | <p>Lack of political will to acknowledge levels of disaster risk</p> <p>Poor prioritisation</p> |



| | | | | | |
|--|--|--|---|--|--|
| | | | Lack of regulations and enforcement of existing regulations controlling emissions | | |
|--|--|--|---|--|--|

6.6.4.2 Key issues

The Disaster Management Plan (see **Volume 11**) identified the following Council priorities to prevent or limit the impact of disaster risks:

- Wide scale events that due to their magnitude are likely to affect more than one local municipality. These include widespread floods; and other severe weather events such as severe storms; Veld fires and severe drought; water pollution; pest and animal infestations.
- Recurrent high and medium impact events that may require Council's intervention or the mobilisation of Council's resources and infrastructure in support of the affected local municipality such as epidemics, animal infestations, floods and other severe weather events, large informal settlement fires, Veld and urban fringe fires.
- Low frequency high and medium magnitude disaster risks with potential for severe loss and which require specialist support possibly not available in the district, such as nuclear accidents, epidemics, major transport accidents and severe pollution.
- Disaster risks that affect neighbouring authorities which may have consequences for the BPDM.

In the above regard it is the responsibility of each department and any other entity included in the organisational structure of the BPDM to identify and prioritise those disaster risks relevant to their functional area and prepare their departmental disaster management plan accordingly.

6.6.4.3 Objectives

The Bojanala Platinum District Municipality Disaster Management Framework identified six key performance areas which include:

- Establishing institutional capacity for disaster management in the BPDM
- Disaster risk assessment
- Disaster risk reduction
- Disaster response, recovery, rehabilitation and reconstruction
- Information management and communications
- Education, training, public awareness and research
- Disaster management funding



6.6.4.4 Key programmes and projects

Disaster Management is a function of the District. The Disaster Management Act, Act 57 of 2002 provides for an integrated and coordinated disaster management policy that focuses on prevention or reducing the risk to disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective responses to disasters and post-recovery. Key in the Act is a requirement for a Disaster Management Plan to achieve the objectives of the Act at district level. The Disaster Management Plan is **Volume 11** of this IDP document. It consists of the **Disaster Management Framework**, the **Disaster Management Plan** and the **Disaster Management Contingency Plan**.

Over the medium term, the District Disaster Centre plans to focus on the implementation of the National Policy Framework on Disaster Risk Management. The framework provides consistency amongst all role-players in disaster management and serves as an inclusive policy for South Africa. The policy framework clearly dictates what must be done by all disaster management centres.

The policy consists of four Key Performance Areas, each with objectives and numerous Key Performance Indicators for each objective. It also consists of 3 enablers aimed at supporting the four Key Performance Areas.

6.6.5 Fire and Emergency Services

6.6.5.1. Status quo overview

The District is, in terms of powers and functions, assigned the function by the MEC for Developmental Local Government and Housing to provide fire and emergency services in the areas of Moses Kotane, Moretele and Kgetleng Rivier Local Municipalities.

The Kgetleng Fire Station service standards have been improved by appointing qualified Fire and Emergency personnel.

6.6.5.2. Key issues and challenges

The fire stations do not comply with the SANS 10090 due to the following points-

- Category of service – we currently fall under category four. Response times – distances to great to travel e.g. 2h 30 min to get to Derdepoort area and the national standard should be 23 minutes for a house fire. All fire stations should endeavour to fall into a category 1 classification – hence the support to FPA's.
- The successful control and extinguishing of fires depend on sufficient appliances responding with adequate manpower and arriving within a reasonable time. Area and risk too high, as we only have



one fire station covering the whole area. Thus more Stations, vehicles, equipment and personnel are needed to do proper service delivery to communities. Only one fire station to cover an area off +- 5700 square kilometre (Moses Kotane) and in the other Local municipalities.

- Communication are currently being upgraded to comply with the national standards as the most common single cause of fires developing into large fires is delay in the initiation or transmission of fire calls. It is of the utmost importance that notification of the start of a fire should be made as quickly as possible
- No reliable reserve vehicles for in stock as per national standards.
- By - laws needs to be promulgated to enforces regulations and acts
- Frequent no water supply at Kgetlengrivier and water pressure problems experienced at Mogwase. Procured pressure and flow meters to test all hydrants in area. Technical directors of Local municipalities asked to investigate water supply and pressure in Mogwase area, as our new pump has a capacity of 5500 l/min – replacing the 2000 l/min pump.

6.6.5.3 Objectives

Provide Fire and rescue service

The fire and rescue service entails of the following:

- Prevent the outbreak of fire
- Extinguishing fire
- Regular inspections on all public buildings and businesses
- Regular inspections on water supply sources
- Provide training to the public and Institutions.
- Approval of building plans for fire evacuation compliance
- Certify buildings for fire safety
- Rescue of persons and animals
- Dealing and regulating with hazardous material incidents
- Enforce fire by laws
- Plan for any major fire incident

The District is, in terms of powers and functions, assigned the function by the MEC for Developmental Local Government and Housing to provide fire and emergency services in the areas of Moses Kotane, Moretele and Kgetleng Rivier Local Municipalities.



The Kgetleng Fire Station service standards have been improved by appointing qualified Fire and Emergency personnel. A Fire Engine (Vehicle) for the station has also been procured.

Fire Fighting Vehicles for Moretele Fire Station has also been procured. Negotiations will be opened with the Province to restart the plan to increase Fire Stations especially in the area of Moses Kotane. (Madikwe and Mabeskraal).

6.6.6 Municipal Health Services

6.6.6.1 Key issues

Some of the key issues relating to municipal health services in the district include the following:

- Long travelling distances of population of rural areas to hospitals
- Service delivery problems at existing clinics including operating hours, insufficient equipment and staff shortages
- Insufficient ambulance services particularly in the rural areas of the district
- Long travelling distance for staff to clinics in rural areas
- Availability of staff to work at remote clinics in the rural parts of the district
- The prevalence of HIV/AIDS in the district and the impact thereof on the labour force. The mining activities and the associated socio-economic conditions also exacerbate this problem

6.6.6.2 Objectives

The following objectives will be pursued by both local and provincial government:

- To improve the health services in terms of quality of service and infrastructure at existing clinics
- To ensure the provision of quality health services within reasonable access to all communities
- To facilitate extensive training of clinic staff and to periodically have customer satisfaction survey of the clinics
- To help combat HIV/AIDS through targeted awareness campaigns

6.6.6.3 Municipal health function

The function of municipal health services include:

- Water quality monitoring
- Food Control
- Waste management
- Health surveillance of premises
- Surveillance and prevention of communicable disease excluding immunizations



- Vector control
- Environmental pollution control
- Disposal of the dead
- Chemical safety

These functions have, hitherto been performed by the provincial government and some local municipalities. Efforts are underway to assign these functions to the district municipality.

7. KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

7.1 Service delivery priorities within BPDM as identified in local IDPs

Table 7.1 provides a summary of priorities in the IDPs of local municipalities in the district as far as the provision of services to communities in a sustainable manner is concerned.

Table 7.1.1: Service Delivery Priorities within BPDM as identified in the Integrated Development Plans

| | | | |
|-----------------------|---|---------------------|---|
| Kgetlengrivier | <ol style="list-style-type: none"> 1. Housing 2. Electricity 3. Roads 4. Water 5. Sanitation 6. Community Facilities | Madibeng | <ol style="list-style-type: none"> 1. Water & Sanitation 2. Roads & Storm water 3. Electricity 4. Social Services 5. Land & Housing 6. Local Economic Development |
| Moretele | <ol style="list-style-type: none"> 1. Water 2. Sanitation 3. Electricity 4. Roads & Storm water 5. Housing 6. Community Facilities | Moses Kotane | <ol style="list-style-type: none"> 1. Water & Sanitation 2. Roads & Storm water 3. Electricity 4. Land & Housing 5. Economic Development 6. Institutional Development |
| Rustenburg | <ol style="list-style-type: none"> 1. Good governance & financial viability 2. Quality basic service, infrastructure 3. Clean & safe environment 4. Shared economic growth & job creation | | |



This information clearly indicates that the common themes amongst the various local municipalities as far as service delivery priorities are concerned include water and sanitation, housing and land development, electricity, roads and storm-water and waste removal. These various priority service delivery areas are analyzed in more detail in the subsequent sections.

Water and Sanitation

Status Quo overview

(i) Residential water consumers

According to the District Water Sector Plan, approximately 67% of residential consumers receive water above the minimum RDP standards and 33% below. Nearly 90% of all residential consumer units in the urban areas within the District receive water services at minimum RDP standards. The proportion of consumer units receiving water below RDP standards varies between 38.6% in the case of rural villages, 42.9% in dense rural settlements to as high as 58.9% in scattered settlements.

The areas with the highest proportion of households receiving water below RDP standards is the Moretele LM (49.5%) and the Moses Kotane LM (35.6%). Although the proportional figures in the Madibeng and Rustenburg local municipalities of consumers below RDP standards are lower (28.3% and 31% respectively), the actual number of households without access to minimum RDP standard levels are higher than the two municipalities outlined above.

Table 7.2.1: Residential Consumer Units: Water

| No consumer units with | Urban | % Urban | Dense | % Dense | Village | % Village | Scattered | % Scattered | Farmland | % Farmland | Total | %Total |
|---|--------------|---------------|---------------|---------------|--------------|---------------|-------------|---------------|--------------|---------------|---------------|---------------|
| House Connection | 29557 | 36.09% | 5403 | 4.60% | 4293 | 4.82% | 191 | 4.74% | 5512 | 17.81% | 44956 | 13.94% |
| Yard Tap | 39451 | 48.17% | 42907 | 36.54% | 28037 | 31.46% | 465 | 11.54% | 10078 | 32.56% | 120038 | 37.22% |
| Communal Tap<200m | 3691 | 4.51% | 18685 | 15.91% | 22364 | 25.09% | 1001 | 24.83% | 5396 | 17.43% | 51137 | 15.85% |
| Total above RDP Standard | 72699 | 88.76% | 66995 | 57.05% | 54694 | 61.37% | 1657 | 41.11% | 20986 | 67.80% | 216131 | 67.01% |
| Communal Tap>200m | 5444 | 6.65% | 23490 | 20.00% | 20467 | 22.97% | 1525 | 37.83% | 4109 | 13.27% | 55035 | 17.06% |
| Other (Borehole, Spring, Rain-water tank, Dam, River/stream & water vendor) | 3763 | 4.59% | 26948 | 22.95% | 13961 | 15.67% | 849 | 21.06% | 5858 | 18.93% | 51379 | 15.93% |
| Total below RDP Standard | 9207 | 11.24% | 50438 | 42.95% | 34428 | 38.63% | 2374 | 58.89% | 9967 | 32.20% | 106414 | 32.99% |
| Total | 81906 | 100% | 117433 | 100% | 89122 | 100% | 4031 | 100% | 30953 | 100% | 322545 | 100% |

Source: District Water Sector Plan, 2005



A recent backlog study has quantified district backlogs in the areas of basic services. Table 5.12 shows the backlog data in 2000, progress made and the funds expended to address the backlogs by 2005, the balance of the backlogs, estimated cost to address them and funds needed annually to address the water backlogs within the targets set by government.

According to these figures, the total number of households without adequate water supply by 2005 was estimated to be 49 690. The largest backlog remains in the Madibeng Local Municipality (20 850 households) and the Moretele and Rustenburg municipalities (both approximately 10 000 households). The total estimated financial requirements to address this backlog would be in the region of R327 million. This implies that if the National target of providing basic level of access to water by 2009 is to be achieved, an average of approximately R109 million will have to be spent per annum from 2006 onwards to eradicate this backlog by 2009. The benchmark as at 2012 is that these targets have not been met and are least likely to be met in the next five year term of current Councils.

Table 7.2.2: Access to a basic level of water between 2006 & 2010

| Number of households by level of access to Water | | | | |
|--|---------|----------|---------|----------|
| TYPE | 2006 | % - 2006 | 2010 | % - 2010 |
| Piped water inside dwelling | 86 184 | 24.13% | 106 304 | 29.18% |
| Piped water in yard | 122 307 | 34.24% | 136 940 | 37.59% |
| Communal piped water: less than 200m from dwelling (At RDP-level) | 43 499 | 12.18% | 44 385 | 12.18% |
| Communal piped water: more than 200m from dwelling (Below RDP) | 64 485 | 18.05% | 46 776 | 12.84% |
| No formal piped water | 40 717 | 11.40% | 29 927 | 8.21% |
| Total | 357 192 | 100.00% | 364 331 | 100.00% |
| Water backlog - number of households below RDP-level | | | | |
| Baseline year | | 2006 | | 105 202 |
| Baseline year | | 2010 | | 76 703 |



(ii) Public intuitions and industries

A summary of the availability of water services at **public institutions** and so-called “**dry**” **industries** as outlined in the District Water & Sanitation Master Plan (see **Volume 6**) indicates the following:

- There is a total of 31 police stations and magistrate offices in the district of which three have no or inadequate water supply.
- It is estimated that just over 1000 businesses have got no or inadequate access to water services.
- A total of 618 schools of which at least 221 have got no or inadequate access to water services.
- A total of 115 clinics of which at least 17 have got no or inadequate access to water services.

Available Information relating to “**wet**” **industries** and “**raw**” **water consumers** within the district estimates the total monthly water usage for “wet” industries at approximately 117 940Kℓ per month. The total monthly water use by “raw” water consumers is approximately 1 658Mℓ/month (including mining operations).

(iii) Water resources

There are three main sources of water that are utilized to address the district demand:

- Abstraction from **surface sources** (e.g. dams, springs)
- Abstraction from **groundwater sources** (e.g. boreholes)
- **Purchase from external sources** (e.g. a water board)

The major **surface water resources** in the district include:

- Hartebeespoortdam,
- Roodekoppies dam,
- Klipvoordam,
- Vaalkopdam,
- Bospoortdam,
- Olifantsnekdam,
- Kosterdam,
- Swartruggensdam,
- Molatedi Dam,
- Madikwe Dam,
- Pella Dam
- Lindleyspoortdam.

Water is currently being abstracted at Hartebeespoortdam, Vaalkopdam, Bospoortdam, Kosterdam, Swartruggensdam, Molatedi dam, Madikwe dam and Pella dams for potable water purposes. Based on the



information contained in the WSDP's of the various local municipalities, the total annual permitted abstraction from these dams is 57 700Mℓ per annum. The projections for future water demand as outlined in the WSDP document indicate that the additional requirements from these sources over the next 5 years will be an additional 45 870Mℓ/annum.

Approximately 28.8% of **boreholes** in the district for which information is available have ideal **water quality**, suitable for lifetime use, and a further 30.8% good water quality suitable for use with only rare instances of a negative effect. Just over 24% of boreholes are classified as having a marginal water quality and 15.8% as poor water quality. The highest proportion of boreholes with water quality described as poor is located in the eastern parts of the district with 28.8% of boreholes in Moretele included in this category and 18.8% in Madibeng.



(iv) Residential Sanitation Consumer Units

A district overview and summary of the number of **residential sanitation consumer units** is depicted in Table 5.13. This information indicates that 61.6% of all consumer units in the BPDM receive sanitation at levels below the minimum RDP standards, which equates to a total of approximately 199 240 households. A number of important observations from this information also include the following:

- Only 24% of all consumer units in the district have got access to a sanitation system which discharges to a water treatment works.



- In the urban settlements in the district, 84.6% of consumer units have access to sanitation facilities above RDP standards.
- The proportion of consumer units in dense settlements, villages, and scattered settlements below minimum RDP standards are very high and range between 82% in the case of dense settlements to 70.9% in scattered settlements.

Table 7.2.3: Residential Consumer Profile for Sanitation – Bojanala Platinum District Municipality

| No consumer units with access to sanitation facilities | Urban | % Urban | Dense | % Dense | Village | % Village | Scattered | % Scattered | Farmland | % Farmland | Total | %Total |
|--|--------------|---------------|---------------|---------------|--------------|---------------|-------------|---------------|--------------|---------------|---------------|---------------|
| None or inadequate: (None or unimproved pit latrines) | 12461 | 15.21% | 95872 | 81.63% | 67874 | 76.16% | 2838 | 70.61% | 18643 | 60.21% | 197688 | 61.12% |
| Inadequate: Bucket | 131 | 0.16% | 481 | 0.41% | 360 | 0.40% | 13 | 0.32% | 567 | 1.83% | 1552 | 0.48% |
| Total below RDP Standard | 12592 | 15.37% | 96353 | 82.04% | 68234 | 76.56% | 2851 | 70.94% | 19210 | 62.04% | 199240 | 61.60% |
| Consumer installations: (VIP or Chemical) | 6578 | 8.03% | 14956 | 12.73% | 15082 | 16.92% | 823 | 20.48% | 2579 | 8.33% | 40018 | 12.37% |
| Consumer installations: Wet (Septic tank) | 420 | 0.51% | 1310 | 1.12% | 963 | 1.08% | 64 | 1.59% | 3625 | 11.71% | 6382 | 1.97% |
| Discharge to water treatment (intermediate or full waterborne) | 62331 | 76.09% | 4822 | 4.11% | 4841 | 5.43% | 281 | 6.99% | 5551 | 17.93% | 77826 | 24.06% |
| Total above RDP Standard | 69329 | 84.63% | 21088 | 17.96% | 20886 | 23.44% | 1168 | 29.06% | 11755 | 37.96% | 124226 | 38.40% |
| Total | 81921 | 100% | 117441 | 100% | 89120 | 100% | 4019 | 100% | 30965 | 100% | 323466 | 100% |

The information depicted in Table 5.14 indicates the estimated backlog of households for sanitation provision as approximately 105 216. The largest backlogs are concentrated in the Madibeng Local Municipality (41 824) and the Moretele local municipality (31 373). The total estimated cost to address the total backlog are in the order R473 million, and to achieve the national target of providing a basic level of sanitation by 2008 implies an average cost of approximately R226 million per annum.

Table 7.2.4: Sanitation Status Quo and Backlog National target

| Municipality | Backlog data 2000 | No of Households with access to sanitation by 2005 | Total Funds Spent | Balance of Backlog (Households) | Estimated cost to address backlog | Average required per annum |
|------------------------|-------------------|--|-------------------|---------------------------------|-----------------------------------|----------------------------|
| Rustenburg | 55,776 | 42,331 | R33,1m | 13,445 | R60,5m | R20,1m |
| Moses Kotane | 24,428 | 7,707 | R29,7m | 16,731 | R75,2m | R37,6m |
| Kgetleng Rivier | 4,578 | 2,735 | R3,6m | 1,843 | R8,3m | R4,1m |
| Moretele | 37,718 | 6,345 | R8,03m | 31,373 | R141,2m | R70,6m |
| Madibeng | 67,113 | 25,289 | R35,8m | 41,824 | R188,2m | R94,1m |
| Total | 189,613 | 84,407 | R109,7m | 105 216 | R473,4m | R226,7m |

Source: District Backlog Study



8. Key issues and challenges

- The total estimated backlog of households without basic level of water in 2005 was approximately 49 690 households. This will require an estimated R327 million to eradicate
- The total estimated backlog of households without basic sanitation was approximately 105 216 households in 2005. This will require a financial investment of approximately R473 million to eradicate
- As much as 221 schools and at least 17 clinics in the district with no or inadequate access to water services.
- Approximately 33% of residential water consumer units and 61% residential sanitation consumer units below RDP standard. Only 24% of all consumer units in the district have access to a sanitation system which discharges to a water treatment works.
- The BPDM is largely dependent on water from sources external to the district (totalling approximately 33 595m³/year).
- The overall water consumption within the district is likely to increase by at least 65M³/day over the next 5 years.
- Deteriorating water quality in Hartebeespoortdam and Crocodile River.
- Capacity and levels of maintenance of sewage treatment plants in the district and potential impact on surface and groundwater sources.
- Potential impact of the extensive use of unimproved pit latrines in rural areas on the quality of ground water sources which are used extensively as source of potable water supply in these areas.

9. Objectives

The District Water Sector Plan indicates that water services goals in the district mainly relate to three areas of concern:

- The provision of sustainable services
- Water resource management
- Institutional arrangements

The following district wide **objectives relating to sustainable water services** (including sanitation) were identified:

- To provide basic water and sanitation infrastructure to all communities, specifically rural areas.
- To provide services at appropriate standards which is financially sustainable to end-users?
- The need to supplement both bulk water supply and reticulation infrastructure
- To improve the quality of water delivered to all end-users within the district.
- The need for stakeholder involvement in the services planning.

The following aspects represent the most important **objectives relating to water resource management** within the District:

- To manage impacts on the utilization and quality of both surface and ground water resources.



- To reduce the level of unaccounted for water in the district through appropriate demand management strategies.
- To contribute towards the financial sustainability of Water Services Authorities through appropriate cost recovery mechanisms
- To introduce appropriate water use conservation and protection strategies.

The **objectives relating to institutional arrangements** clearly indicate that two aspects are critical to most Water Service Authorities within the district:

- To develop the institutional capacity of Water Services Authorities
- To finalize all institutional arrangements including the formalization of all agreements between Water Services Authority and bulk and retail Water Service Providers.

Implementation programme and projects

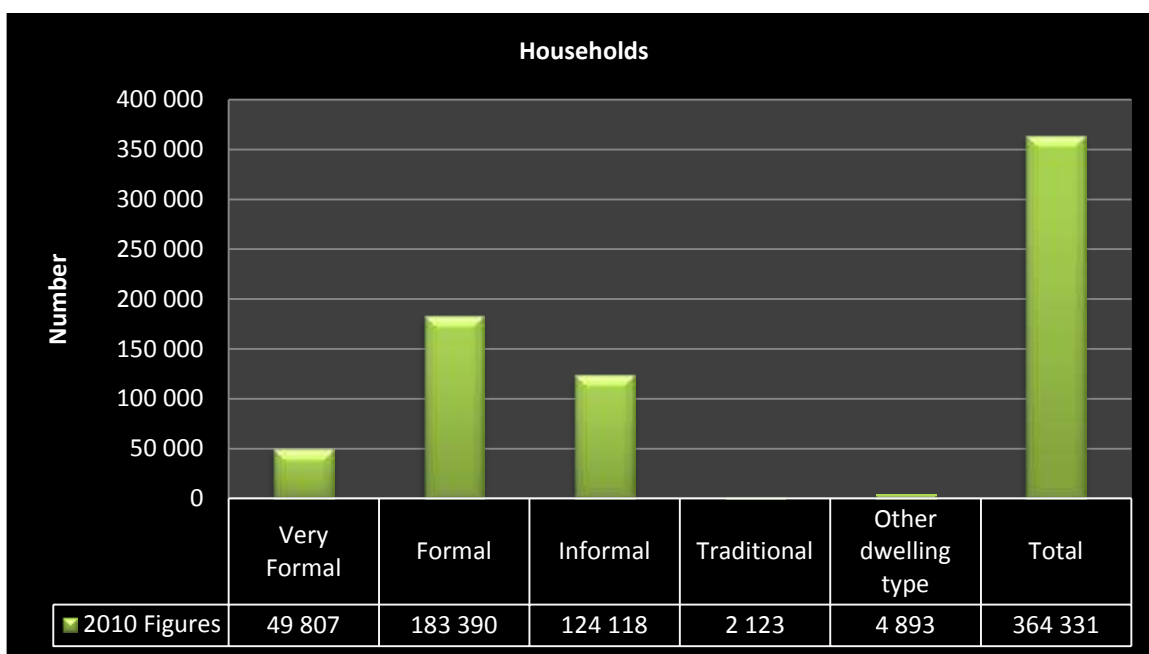
A schedule of all known projects that are being implemented or planned to be implemented in the district by all organs of state is reflected in **Volume 12**. The rest of the funds for the implementation of programmes and projects will come from MIG allocations, own funds from local municipalities and allocations from the district municipality.



Status Quo overview

The housing profile within the BPDM according to the 2001 census figures is depicted in Figure 7.3.1.1 below. This information indicates that the most significant challenges regarding housing backlogs are concentrated in the Rustenburg and Madibeng Local Municipalities. These two areas have both the highest proportional and actual number of households residing in informal dwellings. Within the Rustenburg Local Municipality, it is estimated that as much as 41% of households are residing in informal dwellings (27% in informal settlements and 14% in backyards) and approximately 33% in the case of Madibeng (26% in informal settlements and 7.7% in backyards). In all three the other municipalities the proportions of households residing in informal structures is between 15 and 16%.

Figure 7.3.1.1: Dwelling type: BPDM – 2010



These figures are further collaborated by the results of the district service backlog study. The results of the housing component of this backlog study are summarized in Table 7.3.1.2. According to this information the total remaining housing backlog by 2005 was approximately 101 114 units, the bulk of which is located in the Rustenburg Local Municipality (49 034) and the Madibeng Local Municipality (22 826). These figures also indicate that the progress with housing delivery in the district between 2000 and 2005 has been modest with approximately 22 272 houses built over this period. The total financial requirements to address the remaining backlog would be a significant amount in excess of R2.5 billion.



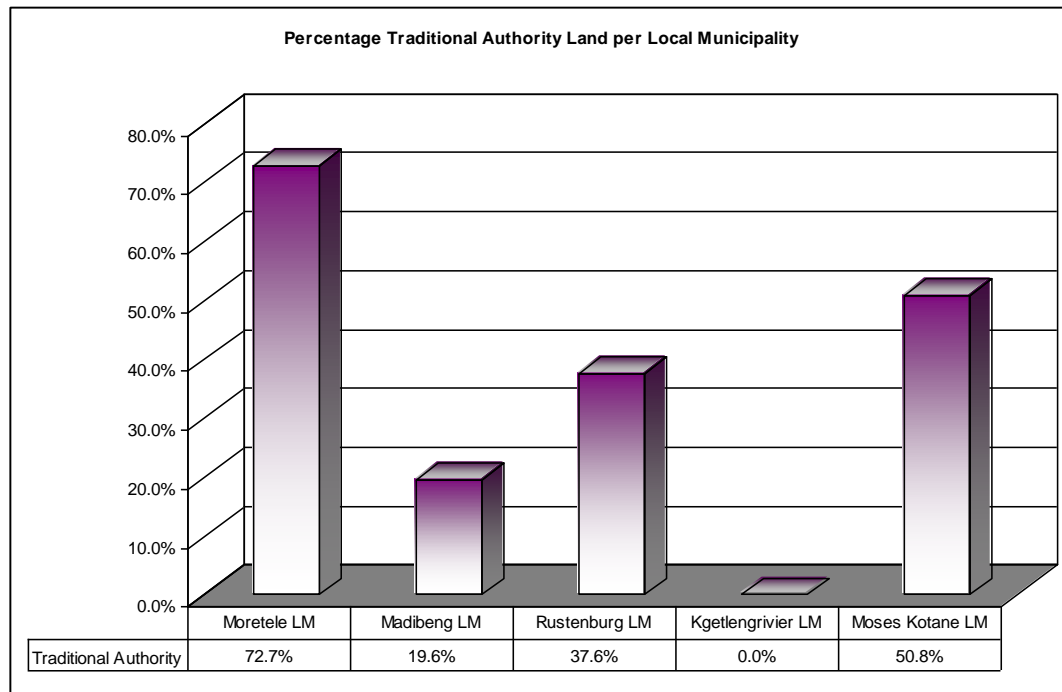
Table 7.3.1.2: Housing Status Quo and progress since 2006

| Number of households by type of dwelling unit | | | | |
|---|---------------|----------|---------------|----------|
| TYPE | Number - 2006 | % - 2006 | Number - 2010 | % - 2010 |
| Very Formal | 42 158 | 11.80% | 49 807 | 13.67% |
| Formal | 175 797 | 49.22% | 183 390 | 50.34% |
| Informal | 119 005 | 33.32% | 124 118 | 34.07% |
| Traditional | 4 734 | 1.33% | 2 123 | 0.58% |
| Other dwelling type | 15 498 | 4.34% | 4 893 | 1.34% |
| Total | 357 192 | 100.00% | 364 331 | 100.00% |
| BACKLOG | | | | |
| Formal dwelling backlog | | | | |
| 2006 | | IHZ06 | | 139 237 |
| 2010 | | IHZ10 | | 131 134 |

One of the key aspects that impacts on developmental activities within the Bojanala Platinum District Municipality is land ownership, with large areas of land under custodianship of various traditional authorities. According to available information, approximately 32% of the total land area of the Bojanala Platinum District Municipality is under control of traditional authorities. These figures range from as high as 73% in the Moretele Local Municipality, to 50.8% in the Moses Kotane LM and approximately 37% in the Rustenburg local municipal area. Both economic growth and investment, and poverty alleviation and the meeting of basic needs is inextricably linked to land ownership, and it will thus be necessary to establish a sound working relationship between traditional authorities and other government structures within the district.



Figure 7.3.1.3: Percentage Traditional Authority Land per Local Municipality



Key issues/challenges

The key issues relating to housing development in the district include the following:

- Large housing backlog of approximately 101 000 units in the district with a significant proportion concentrated in the Rustenburg Local Municipality (approximately 49 000 units)
- A modest total of approximately 22 000 houses was completed between 2000 and 2005 in the district
- Large and growing informal settlements in certain parts of the district (e.g. Rustenburg area).
- Illegal occupation of land and unlawful evictions in rural areas.
- Unavailability of bulk infrastructure to support housing development in rapidly growing areas (e.g. Rustenburg).
- Implementation of housing and land reform projects without the provision of complimentary social and economic facilities.
- Absence of a clearly formulated district wide housing delivery and land reform strategy.
- Lack of clear direction and strategy with regards to dealing with housing demand in rural and farming areas.
- Limited capacity at local government level to support housing delivery and land reform processes.



7.3.3 Objectives

The key objectives for housing delivery in the district include:

- To accelerate the pace of housing delivery in the district
- To locate new housing development within a rational spatial structure to ensure sustainable development and to identify sufficient and strategically located land for future housing development
- To ensure the delivery of integrated, functional residential development that is complemented by the necessary social and economic amenities.
- To promote more compact urban structures through urban infill and densification where feasible, in clearly defined settlement clusters
- To create a logical hierarchy of settlements to support effective service delivery across the district
- To mainstream the implementation of the Expanded Public Works Programme and labour intensive methods in the delivery of housing in the district
- To develop working partnerships with key role-players in the area, specifically interaction with mining and tribal authorities in the process of housing delivery
- To encourage capacity building, training and information dissemination to potential beneficiary communities regarding housing subsidy programmes
- To eradicate informal settlements and prevent the further development of informal settlements, specifically around mining areas through the timely planning and development of formal towns in appropriate locations in collaboration with the mines.
- To cater for the emerging demand for middle income housing in the district
- To initiate and implement land tenure upgrading programmes in consultation with all relevant stakeholders and to fast track the finalization of all outstanding land claims in the district
- To advise and support traditional authorities on the most effective approach of the subdivision and allocation of stands on tribal land.

Programme and projects

The known housing projects that are being implemented or planned for implementation in the district are reflected in the project schedule in **Volume 12**. These projects will provide housing for approximately 10 000 households in the district with total allocated funds from the Department of Developmental Local Government and Housing of approximately R326 million.



Electricity

Status Quo overview

The result of the backlog study commissioned by the district relating to electricity is summarized in Table 5.16. This information indicates that significant progress has been made with providing electricity in the district with a total of 54 962 housing connections completed between 2000 and 2005. Based on these figures it is estimated that the current number of households without access to basic electricity is approximately 34 962 households. The largest backlog remains in the Madibeng Local Municipality (11 943 households) and the Rustenburg and Moses Kotane municipalities, both with between 8000 and 9000 households. The total estimated financial requirements to address this total backlog are approximately R157.3 million. To be able to achieve the national target of basic electricity for all households by 2012, will imply an average annual expenditure of approximately R26.2 million per annum over this period.

Table 7.4.1.1: Electricity Status Quo and Backlog National target: Access to a basic level of electricity by 2012

| Municipality | Backlog data 2000 | No of House connections by 2005 | Total Funds Spent | Balance of Backlog (Households) | Estimated cost to address backlog | Average required per annum |
|------------------------|-------------------|---------------------------------|-------------------|---------------------------------|-----------------------------------|----------------------------|
| Rustenburg | 31,904 | 23,125 | R20,2m | 8,779 | R39,5m | R6,6m |
| Moses Kotane | 17,535 | 9,510 | R14,2m | 8,025 | R36,1m | R6,1m |
| Kgetleng Rivier | 3,867 | 1,954 | R3,6m | 1,193 | R5,4m | R0,9m |
| Moretele | 12,480 | 8,178 | R45,6m | 4,302 | R19,4m | R3,2m |



| | | | | | | |
|-----------------|---------------|---------------|----------------|---------------|----------------|---------------|
| Madibeng | 23,773 | 11,830 | R38,0m | 11,943 | R53,7m | R8,9m |
| Total | 89,559 | 54,597 | R121,6m | 34,962 | R157,3m | R26,2m |

Source: District Backlog Study

7.4.1 Objectives

- To ensure access to the electricity network for all households in the district and to implement alternative energy sources where appropriate.
- To improve safety and security through improved street lighting network
- To electrify all schools, clinics and other public facilities in the district

7.4.2 Programmes and projects

Schedules of all known projects that are being implemented or planned to be implemented in the district (as compiled by the BPDM) by all organs of state are reflected in **Volume 12**. This information indicates that projects to the value of more than R54 million has been identified for implementation in the various local municipalities in the 2006/2007 financial year.

7.5 Roads

7.5.1 Status Quo Overview

Table 5.17 provides a breakdown of the Provincial Road Network in the district according to municipalities, road condition and pavement type. Approximately 2 490km of the total provincial network (4 193km) in Bojanala are gravelled. A total of 151km (3.6% of the network in Bojanala) of the district is described as being in a poor or very poor condition

Table 7.5.1.1.: Road Length according to Type and Road Condition

| Names | Gravel | Paved | Poor/Very Poor | Total km |
|------------------------------|-------------|-------------|----------------|-------------|
| Kgetlengrivier LM | 527 | 382 | 14 | 909 |
| Madibeng LM | 474 | 543 | 72 | 1017 |
| Moretele LM | 288 | 71 | 4 | 359 |
| Moses Kotane LM | 832 | 200 | 10 | 1032 |
| Pilanesberg National Park | 2 | 10 | 0 | 12 |
| Rustenburg LM | 367 | 497 | 51 | 864 |
| Total | 2490 | 1703 | 151 | 4193 |



Table 7.5.1.2: Costs of upgrading Roads Network across the DM

| KGETLENG RIVER | | |
|----------------|----------------|--------------------------|
| Roads by type | existing roads | cost to upgrade/maintain |
| Total length | 897 | |
| Length paved | 335 | R 67 000 000.00 |
| Length gravel | 561 | R 1 122 000 000.00 |
| MADIBENG | | |
| Roads by type | existing roads | cost to upgrade/maintain |
| Total length | 1,080 | |
| Length paved | 590 | R 118 000 000.00 |
| Length gravel | 489 | R 978 000 000.00 |
| MORETELE | | |
| Roads by type | existing roads | cost to upgrade/maintain |
| Total length | 371 | |
| Length paved | 138 | R 27 600 000.00 |
| Length gravel | 232 | R 464 000 000.00 |
| MOSES KOTANE | | |
| Roads by type | existing roads | cost to upgrade/maintain |
| Total length | 1,108 | |
| Length paved | 348 | R 69 600 000.00 |
| Length gravel | 760 | R 1 520 000 000.00 |
| RUSTENBURG | | |
| Roads by Type | existing roads | cost to upgrade/maintain |
| Total length | 936 | |
| Length paved | 572 | R 114 400 000.00 |
| Length gravel | 364 | R 728 000 000.00 |

The results of the district backlog study are summarized in Table 5.18 below. This information indicates that a total of approximately 144km of tarred roads and 168km of gravel roads have been constructed in the district by 2010. The total road length to be addressed in future is estimated to be approximately 897km, the majority



of which is located in the Moses Kotane Local Municipality (1 108km). The estimated financial requirements to address this backlog would be in the region of R720 million

7.5.2 Key issues/challenges

- Conditions of road infrastructure, especially in rural areas and the accessibility and cost of public transport for rural communities
- Insufficient road linkages with Gauteng via Hartebeespoortdam and Magaliesberg
- Concerns about road safety and insufficient law enforcement to ensure safe and reliable transport
- Limited access to and from N4 to stimulate further development along the SDI
- N4 currently only functioning as a single carriageway



7.5.3 Objectives

- To upgrade the existing provincial road network to improve accessibility and linkages between the core areas and rural clusters.
- To focus urban development and investment nodes along major public transportation routes to contribute to the establishment of viable transport corridors.
- To improve road linkages from the district to Gauteng via Hartebeespoortdam and Magaliesberg.
- To improve access to and from the N4 to further stimulate development at strategic locations and consider the future upgrading of the N4 to a dual carriageway.



- To upgrade all taxi rank facilities within the district in line with the requirements of the recapitalization program.

7.5.4 Key programmes and projects

A schedule of all known projects that are being implemented or planned to be implemented (as compiled by the BPDM) by all organs of state is reflected in **Volume 12**.



7.6 Waste management

The District Integrated Waste Management Plan was completed during 2005, and recently reviewed to be aligned to the 2012/17 IDP in 2011. The key findings and recommendations of this study are summarized in the subsequent sections. (See **Volume 8** for full copy of this plan).



7.6.1 Status Quo overview

(i) Waste Quantities

Table 7.6.1.1 provides a summary of the estimated waste quantities for the BPDM, based on **waste generated for 2010, waste recycled, reuse, composted, collected and disposed of**.

The overall **domestic waste and domestic garden waste generated** in the BPDM for 2001 was estimated at 216 058 tonnes/annum and for 2004 is 230 630 tonnes/annum. The estimated annual tonnage for years 2010 and 2015 is approximately 297 324 and 35 0619 respectively.

The amount of **waste collected** by the different municipalities within the BPDM as part of their legal mandate, has been estimated at 116 000 tonnes/annum. It can therefore be concluded that the municipalities collect less than half of the domestic and garden waste generated by the population as this collection figure includes for business waste in certain of the municipalities.

Within the BPDM area, the amount of **general waste** currently being **accepted at public landfill sites for disposal** is estimated at 198 500 tonnes per annum, while approximately 97 500 tonnes are accepted at private landfill sites. The total received at all the sites amounts to approximately 296 000 tonnes per annum. Because of the lack of services to the whole area, many private individuals bring their waste to landfills, as can be seen in the discrepancy of waste collected versus disposal, but more often, burn, or discard of their waste in an improper manner.

| Table 7.6.1.1 Waste generated and collected and disposed of by local municipalities and certain privately owned facilities | | | | |
|---|--|---|---|---|
| Municipality/ area | 2004 Waste quantities generated – domestic and domestic garden (tonnes/annum) | Waste quantities collected - domestic, domestic garden and % business (tonnes/annum) | Recycled/ composted/ reused (tonnes/annum) | Waste quantities disposed – general waste (tonnes/annum) |
| Kgetlengrivier LM | 7062 | 3695.8 | Private sector Unknown Salvaging – 78 | 2400 |
| Madibeng LM | 65502 | 45392.4 (30 990-Domestic and garden, 14400 business) | Private sector Unknown Salvaging – 176 | 35 672 |
| Moretele LM | 32861 | 0 | Unknown | Unknown |
| Moses Kotane LM | 44884 | 22185 | Salvaging 127.4 Paper Mondi – 9600 | 15 600 |
| Sun city | 2800 | 2800 | 892.08 recycled 1920 composted | 240 |



| | | | | |
|-----------------------------|--|--------------------------|--|---|
| | | | 195 food | |
| Swartklip Anglo Plat | More than what is disposed, because some is recycled | Assumed >19000 | 143 | 18 948 (general, industrial and building waste) |
| Madikwe | 180 | 180 | 136 | Remainder waste is burnt - ±44 tonnes |
| Pilansberg | | | 0 | 366 (incinerated) |
| Rustenburg LM | 80320 | 44800 | Private sector Unknown Salvaging – 111.6 | 37712 |
| Lonmin: | | | | |
| Eastern | 3360 | 3360 | Unknown | 3360 |
| Platinum | 4704 | 4704 | 1428 – general | |
| Karree | 10080 | 10080 | 24.5m ³ Hazardous | 3276 |
| Mooi Nooi | Values unknown | | None yet | 10080 |
| Western Platinum | | | | |
| Other mines | | Currently unknown | | |

Source: District Integrated Waste Management Plan, 2011

Medical waste (health care risk waste) is collected and disposed of by a number of companies, which include Sanumed (EnviroServ), Evertrade and North West Medical Waste Managers. Within Rustenburg LM Evertrade and NW Medical Waste Managers remove approximately 435kg, including 2, 25/ sharps per week, and 10 069 kg per month respectively. The extent of Hazardous and delisted waste collected by EnvironServ is summarized in Table 5.20 below.

| Table 7.6.1.2: Hazardous and delisted waste collected by EnviroServ from the district area | | | | |
|---|--------------------------|----------------------------|----------------------------|--------------------|
| | Quantity/month | Holfontein | Rosslyn | Main source |
| Rustenburg | 698.6m ³ | 304.6m ³ | 394m ³ | mining |
| Madibeng | 114m ³ | 39m ³ | 75m ³ | industry |
| Marikana | 279.9m ³ | 190.8m ³ | 89.1m ³ | mining |
| Other : incl: Dwaalboom /Northam / Swartklip / Mogwase / Witkop | 74.5m ³ | 56.5m ³ | 18m ³ | mining |
| TOTAL | 1167m³ | 590.9 m³ | 576.1 m³ | |

Source: District Integrated Waste Management Plan, 2011

(ii) Waste management systems and practices

There are two divisions within BPDM, which deals with waste management. The first is the Technical Services Department and the second is the Environment and Waste Management



Projects division, which is located within the Local Economic, Development and Planning Directorate. The Technical Services Department for the BPDM is responsible for, amongst other things, basic services that include solid waste removal however, the Department are currently not fulfilling this obligation. The Environment and Waste Unit is involved in a number of waste management projects, many of which are education based and which focus on community entrepreneurship. In terms of institutional arrangements, there is an obvious lack of institutional coordination and communication within and between the district and the five local municipalities. With the district in organizational uncertainty, the lines of communication are definitely unclear. The undefined roles and responsibility for waste management within the district, has and can result in poor coordination of projects and waste related work, and does not necessarily make any one department accountable or responsible for waste.

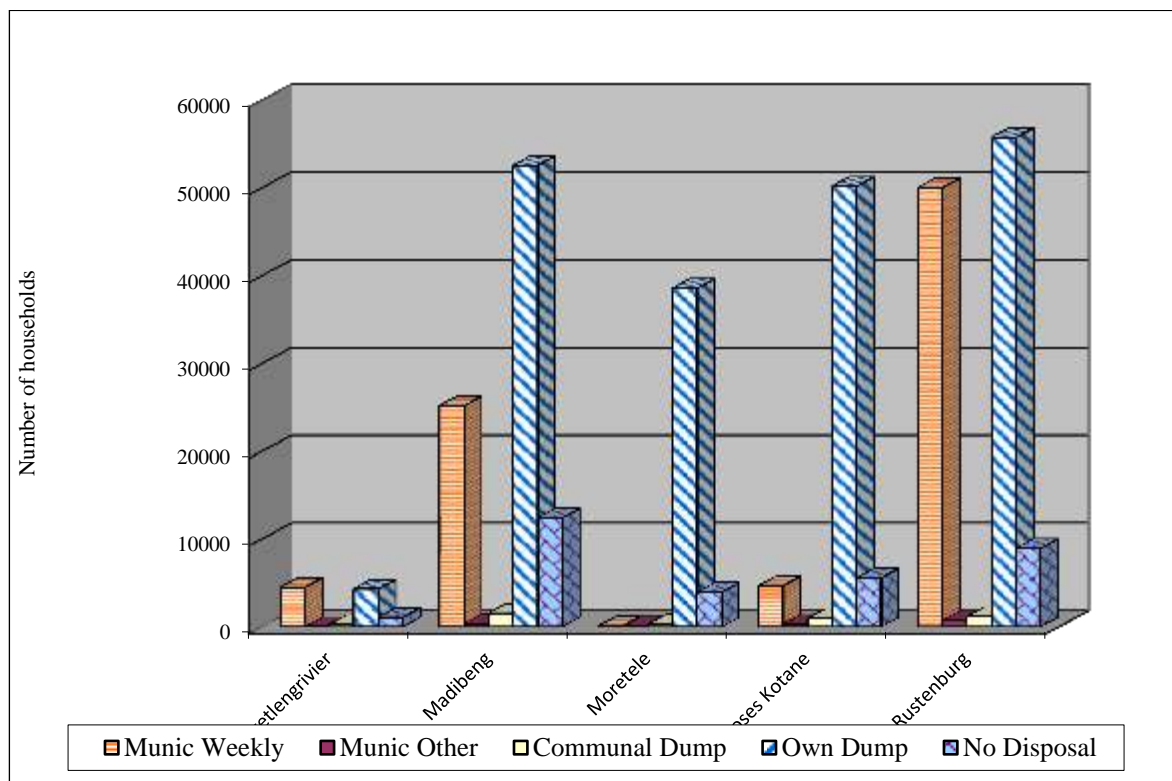
Financial constraints due to insufficient budget allocations, the non-payment for services rendered, and activities that are non-income generating (e.g. landfill operation, illegal dumping, garden sites, etc.) are contributory factors which have left the local municipalities without adequate budget for waste management or a sufficient staff compliment to ensure that an equitable waste management service is provided to all.

(iii) Collection and Cleansing services

Kgetlengrivier, Rustenburg and Madibeng Local Municipalities provide the greatest percentage service to their communities, although less than 50% of these households do still not receive a service. This service is mainly provided in the urban areas and city centres within the local municipalities. Moretele provides no service at all, which is very concerning given the potential environmental and health impacts that waste could cause (Figure 7.6.1.3). From the Waste Management Status Quo Report undertaken for the BPDM it was established that the waste collection and removal service within the BPDM was very low according to the Census 2001 results, certainly less than 50%, even with a marked improvement on delivery shown by 2004. With just less than 50% of the population, approximately 756 000 people and 220 000 households are not receiving a service. The fact that a large portion of the population is disposing of domestic waste into non-permitted communal dumps, holes in the ground or burying waste adds to this potential threat (Figure 7.6.1.3).



Figure 7.6.1.3: Number of households receiving a waste service within the 5 local municipalities BPDM



Source: Integrated Waste Management Plan, 2011

| Table 7.6.1.4: Illustration of improved service coverage and households not receiving a service | | | |
|---|-------|---|--|
| Local municipality | 2001 | 2004 | Population and households currently not receiving a service |
| Kgetlengrivier: | 44.4% | 53% | 47% (population = 19 400; households = 5 550) |
| Madibeng: | 27.8% | 50% | 50% (population = 193 000; households = 55 150) |
| Moretele: | 0% | 0% (new contract with Tedcor is still under negotiation – service will be for 44 000 service points in place, almost 100% delivery) | 0% (new contract with Tedcor not yet in place) (population = 192 800; households = 44 000) |
| Moses Kotane: | 8% | 48% | 52% (population = 181 800; households = 51 950) |
| Rustenburg: | 44% | 65% | 35% (population = 168 745; households = 62 500) |

Source: Integrated Waste Management Plan, 2011

Moretele Local Municipality remains a specific concern as there are no waste services in place and more than 75% of the population would be considered indigent



(iv) **Disposal**

Of the 22 operational landfills (waste sites) identified, 10 are public sites and the remaining 12 are private sites. Five closed landfills were identified. Only 9 of the landfills have been permitted (7 private, 2 public), with two private landfills currently in the process of being permitted. These findings are concerning as the public sector should lead by example. The private sector is being more proactive in ensuring environmental compliance to relevant legislation. None of the 6 transfer stations/garden sites are permitted. Only 1 site is truly a transfer station (Cosmos). Except for 2 public landfills in the BPDM, the remaining public landfills are not operated on a routine basis.

The following indicates the number of landfills and transfer stations found in each local municipality:

- Kgetlengrivier LM – 3 public landfills
- Madibeng LM – 1 public landfill, 2 garden sites, 1 transfer station and 3 private landfills
- Moretele – 2 public landfills
- Moses Kotane LM – 2 public landfill sites, 2 private landfills
- Rustenburg LM – 5 public landfill sites, 3 garden sites, 5 private landfills

Environmental conditions on many of the landfill sites are very poor and at almost all sites informal salvaging takes place. Environmental liability could be high due to the use of sites which have not been designed for waste and which have not been cited in the correct place. Very little manpower and equipment/vehicles are used to operate most of the sites. Problematic wastes such as tyres and dead animals and condemned foods are being disposed of at certain of these sites. As there is no access control at a number of these site all types of waste including hazardous and medical waste can be disposed of here. A critical aspect for disposal is the availability of airspace, which is environmentally and publicly acceptable. This is almost depleted except in the case of the Madibeng LM.

7.6.2 Objectives

A number of goals, objectives and targets have been developed within the District Waste Management Policy and were derived primarily as a result of the findings of the Status Quo Analysis and Gap and Needs Assessment and the key findings. The goals stipulated within the policy have been indicated below (see Integrated Waste Management Plan in **Volume 8** for details).



(i) Organisational and Institutional structure, Finances and Resources

To create, maintain and continuously improve on an effective, adequately resourced and financed, harmonized organizational structure for waste management, which includes for effective institutional interaction with local municipalities, and which will guarantee co-operative governance.

(ii) By-laws

To develop new By-laws that reflect the mandate and vision of the BPDM, which are compliant with current legislation, and which will assist in coordinating and consolidating By-law requirements of local municipalities and the BPDM within the jurisdictional area.

(iii) Waste Information System (WIS)

To develop an appropriate operational information system, which will identify, qualify and quantify waste streams generated in the District, from generators of waste, waste practices to disposal of waste, and that will allow for the successful management of waste throughout the district.

(iv) Waste management services

Ensure/encourage the provision of effective and legal waste management services to all communities within the District area of Jurisdiction – Environmental Policy.

(v) Waste Minimisation and Recycling

Pursue progressive waste reduction, reuse and recycling initiatives to reduce the amount of waste generated from Council activities and within the District (where appropriate exceeding Government targets) – Environmental Policy

(vi) Disposal

To ensure that only environmentally and publicly acceptable landfills are operational throughout the district, that regionalisation of disposal facilities is promoted and enforced and that planning is formalised to ensure sufficient long-term waste disposal capacity.

(vii) Education and Awareness

Provide environmental education and training within the Council and its staff on the implementation of this Policy and promote environmental education within the whole community – Environmental Policy.



7.6.3 Key programmes and projects

A summary of the key recommendations of waste management in the BPDM as identified in the Integrated Waste Management Plan is summarized below:

(i) Organisational and Institutional Arrangement

- The E&WM Unit should be tasked to coordinate, drive and monitor the implementation of the IWMP
- Cooperative governance is vital for institutional development and improved waste management in the District

(ii) By-laws

- The BPDM as well as the local municipalities have to compile or upgrade waste by-laws to include for new and impending legislation as this is the main driver for extensive private sector compliance and sound waste management practices.
- Enforcement is fundamental to by-law success.

(iii) Waste information

- Development of a Waste Information System will improve on the status of current information and is critical for future planning.
- Success of the system relies on having adequate resources and capacity, for collection of information, management and consolidation of information.
- It has been recommended that the BPDM should be the custodian of the National WIS for local information.

(iv) Waste Management Services

- Provision of services to the entire population is non-negotiable
- The BPDM will assist local municipalities in funding (equitable share, MIG, etc.) and building capacity of local municipalities
- External service delivery mechanisms are a much cheaper option for the provision of waste management services, however labour must be involved in processes and feasibility studies are vital.
- Rural strategy/services to be placed on the priority list



(v) Waste Minimisation and Recycling

- As a first step feasibility studies to be undertaken for all recycling projects
- Education and awareness campaigns to run simultaneously to increase success of recycling programmes
- In-house separation and recycling system to be established as soon as possible



(vi) Waste disposal

- Addressing current landfill problems will assist in improving available environmentally accepted airspace, improving compliance with environmental legislation and increasing the number of potential users of the sites and providing associated infrastructure to accommodate the transfer of waste.

(vii) Education and Awareness

- Improve and expand on existing education and awareness programmes
- Development of a theme for promoting waste awareness will draw attention to the issue of waste management at all levels
- Institute formal training programmes for officials on waste management

(viii) Financial Aspects

- BPDM to budget for additional resources and various projects for implementation of the IWMP.
- The IWM Plan will require investment in new infrastructure and the provision of services such as a new waste information system, waste collection services to all subserved areas, recycling facilities, composting facilities, transfer facilities, landfill development and rehabilitation.
- The equitable share grant is aimed primarily at funding the delivery of basic municipal services.



- The municipal infrastructure grant (MIG) complements the equitable share allocations to give effect to expand the delivery of basic services to all households, including the delivery of free basic services to poor households.
- The capacity building grants can assist municipalities in improving management, planning, technical and financial management skills and capacity for effective service delivery.

7.7 Environment

7.7.1 Status Quo overview

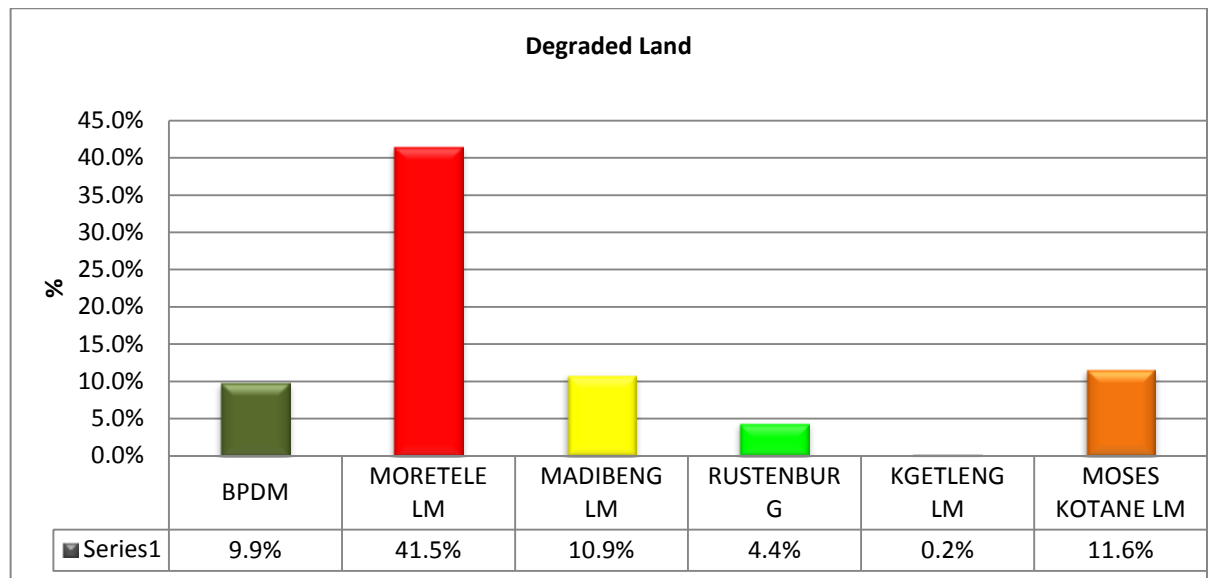
Large parts of the Bojanala Platinum District Municipality are characterized by high levels of biodiversity as determined in the North West Biodiversity database. These include the areas along the Magaliesberg stretching from the southern parts of Madibeng Local Municipality in the east to Rustenburg and further north westwards up to the north western parts of the Rustenburg Local Municipality. It also includes areas in the central parts of the Kgetlengrivier local municipality, as well as large parts of the Moses Kotane Local Municipality west of the Pilanesberg National Park.

In response to the importance of the Bojanala Platinum District as far as biodiversity is concerned, the North West Parks and Tourism board is also considering the extension of a number of existing nature reserves and conservation areas. The most notable of these include the existing Heritage Park development which is envisaged to link the Madikwe Game Reserve in the west with the Pilanesberg National Park in the east. Order proposed initiatives include the possible expansion of the Vaalkopdam nature reserve to link up with the Pilanesberg National Park as well as the expansion of the Borakalalo nature reserve to link up with Vaalkop. This will create a conservation corridor stretching from the Borakalalo nature reserve in the east through Vaalkopdam, Pilanesberg up to the Madikwe Game Reserve in the west. Other potential areas of conservation include the Magaliesberg area as well as some the Norite hills not damaged by mining and quarrying activities.

An aspect of specific concern within the district is that as much as 10% of the land area is classified as degraded. This figure is particularly high in the Moretele Local Municipality with an estimated 41% of the total land area classified as degraded. The comparative figures in the Moses Kotane and Madibeng local municipalities are 12% and 11% respectively.



Figure 7.7.1: Percentage of total municipal area degraded



| Land cover (% of area) | | | | | | | |
|------------------------------------|-------------|-------------|--------------|--------------|-------------|-------------|--------------|
| Degraded: forest and woodland | ELCSI3 | 5.7% | 41.5% | 10.8% | 0.0% | 0.0% | 1.0% |
| Degraded: thicket & bushland (etc) | ELCSI4 | 4.2% | 0.0% | 0.0% | 4.4% | 0.2% | 10.5% |
| Degraded: unimproved grassland | ELCSI5 | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Degraded: shrubland and low Fynbos | ELCSI6 | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Degraded: herbland | ELCSI7 | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Total | BPDM | 9.9% | 41.5% | 10.9% | 4.4% | 0.2% | 11.6% |

7.7.2 Key issues/challenges

- Protection of natural vegetation and ecosystems and ecologically sensitive zones
- Protection and development of cultural heritage sites
- Protection of unique geological features such as Pilanesberg and the Magaliesberg Mountain Range
- Protection of Red Data fauna and flora species that occur in the district
- The need for improved air and water quality in the district

Objectives

In terms of the District Environmental Management Policy (see **Volume 7**), council commits itself to continually improve its environmental performance, beyond the requirements of current legislation or regulation. In this respect it will specifically endeavour to:

- Encourage the reduced consumption of water, energy and other natural resources.
- Pursue progressive waste reduction, reuse and recycling initiatives to reduce the amount of waste generated from Council activities and within the District.



- Ensure and encourage the provision of effective waste management services to all the communities within the District area of jurisdiction.
- Encourage the prevention and minimization of environmental pollution to air, water and land within the District to maintain and improve the health and welfare of the public.
- Support the rehabilitation of polluted water and land areas within the District.
- Support sustainable agricultural practices within the District.
- Safeguard natural habitats and species and preserve the nature and character of the rural areas as well as preserve cultural heritage.
- Balance the need to enhance the built environment with measures which reduce the environmental impact of development.
- Promote sustainable public transport.
- Provide environmental education and training within the Council and its staff on the implementation of this Policy and promote environmental education within the whole community.



In order to achieve this, the Council will implement an **Environmental Management System (EMS)** which will;

- Be integrated into the existing management practices of the municipality.
- Set objectives and implement programmes in order to minimize the negative environmental effects and increase the positive effects of the Council's activities.
- Apply to all activities undertaken by the Council, including contracted out services as new contracts are negotiated.



- Publish at appropriate intervals, a Statement of the Council's environmental performance.
- Include mechanisms for consultation with both regulatory bodies and the public.

This environmental policy and other elements of the environmental management will be updated at appropriate intervals following the changes of environmental legislation, policies and programmes and the needs of communities of Bojanala Platinum District Municipality.

7.8. Air Quality Management

7.8.1. Status Quo Overview

An Air Quality Management Plan (AQMP) is a legal requirement in terms of Section 15 (1) of the National Environmental Management: Air Quality Act, 2004 (Act No. 39 of 2004) (NEMAQA). This plan should form a core feature of the municipality's Integrated Development Plan as dictated by chapter 5 of Municipal Systems Act. In ensuring compliance with the legal requirements, national norms and standards, The BPDM has developed and adopted the Air Quality Management Plan (AQMP), which outlines the strategies to be used to deal with air pollution management and control.

The function of issuing Atmospheric Emission Licences (AEL) for Listed Activities in terms of the Air Quality Act is also the responsibility of the District Municipalities. Municipalities mandated with this function are required to 'designate an air quality officer to be responsible for co-coordinating matters pertaining to air quality management in the Municipality. BPDM has to appoint an Air Quality Officer who will be responsible for air quality management and pollution control including issuing atmospheric emission licences.

7.8.2. Key issues/ challenges

- Inadequate air quality management capacity (human and financial resources).
- Lack of air quality management tools (air quality monitoring equipment, emissions inventory, etc)
- Uncoordinated air quality monitoring network (unavailability/accessibility of monitoring data)
- Lack of monitoring of non scheduled processes
- Lack of information regarding monitoring of air quality impacts of mine dumps



7.8.3. Objectives

- To improve air quality within Bojanala District Municipality
- To educate the public with the purpose of minimising air pollution
- To identify and reduce impacts to human health by ensuring that the air communities breath is healthy and does not impact negatively on their well-being
- To address and minimise the effects of emissions from the mines and industrial sources
- To address and minimise the effects of air pollution from residential areas.

7.8.4. Key programmes and projects

- Execution of the air quality emission licensing function
- Development of a coordinated Ambient Air Quality Monitoring Network (including dust fall-out)
- Development of an Air Quality Information System (AQIS) that will allow industries and mines to transfer data from their monitoring stations to BPDM and SAAQIS
- Review and update of the emissions inventory (scheduled and non scheduled processes)
- Strengthening of air quality compliance monitoring and enforcement (skills and personnel)
- Promulgation and implementation of the District's Air Quality Management By-law
- Development and setting of local emission standards
- Regulation of emissions caused by dust and open burning
- Regulation of emissions from diesel vehicles and emissions that cause a nuisance
- Establishment of a baseline database on the use of fossil fuel within residential areas
- Declaration of Smoke Control Zones
- Implementation of Climate Change Combat Initiatives (Education and Awareness, Community Greening Initiatives, Promotion of Renewable Energy, etc).

7.9. Key programmes and projects

A schedule of all known projects that are being implemented or planned to be implemented in the district (as compiled by the BPDM) by all organs of state is reflected in **Volume 12**).



8. KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

8.1. Status Quo Overview

Three out of six municipalities in the district are classified by the Treasury Notice 773, Delays and Exemptions, as high capacity municipalities, they are the district municipality itself, Rustenburg and Madibeng local municipalities. Moses Kotane is classified as medium and Moretele and Kgetleng Rivier as low capacity municipalities. This categorisation described, at the time the notice was published, the readiness of municipalities in the district to implement the MFMA. It also reflects the capacity of these municipalities to generate their own revenue. However, although Rustenburg and Madibeng Local Municipalities are categorised as high capacity and have considerably large revenue bases, they still continue to face challenges. All the municipalities in the district, except the district municipality itself, have consistently received unfavourable audit reports from the Auditor General.

8.2. Key Issues and Challenges for the District and Local Municipalities

- ✓ Need for improved capacity for financial management.
- ✓ Asset registers compliant with GRAP.
- ✓ Indigent registers and the correct use of the equitable share.
- ✓ Credit control and debt recovery.
- ✓ Financial reporting.
- ✓ Functional Internal audit units and audit committees
- ✓ Implementation of the Property Rates Act.

8.3. Objectives

8.3.1 Promote sound financial governance

The District municipality will assist local municipalities to ensure that there is accountability to Council by the Executive Mayor and political oversight by Council. The Executive Mayor will receive monthly budget statements and Council will receive quarterly service delivery and budget implementation reports. Proper budgeting and planning through SDBIPs will be promoted to make financial reporting easier.

8.3.2 Strategic approach to budgeting and financial management

The District Municipality will assist local municipalities to adopt a Medium Term Expenditure Framework linked to longer term IDPs in order to have more forward looking, better informed approaches and make better judgements about future priorities for capital development and service delivery. The municipalities will



table three year budgets by vote or functions, subdivided into programme, and manage municipal finances across a three year timeframe, through a continuous cycle of forecasting, implementation and review.

8.3.3 Modernise financial management

The municipality will assist local municipalities to modernise financial management by improving the financial management system focussing on the following areas:

- Adopting a disciplined approach to financial management and service delivery, including having realistic revenue expectations when approving a budget to ensure that outcomes are achieved.
- Assigning resources in line with strategic priorities, linking plans and budgets to long term goals and providing a process that allows resources to be moved as policy objectives change.
- Implementation of MFMA reforms to reform all financial systems to comply with Generally Recognised Accounting Practices (GRAP).
- To encourage operational efficiency where managers are given the authority to manage their operations, subject to clear policies, clear statements of procedure, strategy and clarity of roles and are held accountable for the results.

8.3.4 Promote sustainability

In line with the provisions of the Municipal Finance Management Act, the District Municipality assist local municipalities to approve budgets which are fully funded. The reporting requirements in the Act will be followed in order to facilitate an environment in which potential or real financial problems are reported in a timely and appropriate manner that will allow Council to remedy the situation. Weaker and under-resourced municipalities will be assisted to increase their revenue bases and collect for services rendered to ensure sustainability.

8.4 Medium Term Programmes and projects

- 8.4.1 Centralised Asset management;
- 8.4.2 GRAP compliant financial statements.
- 8.4.3 IDP linked and funded budgets.
- 8.4.4 Financial Management training
- 8.4.5 Implementation of legislation.
- 8.4.6 Credit control and revenue enhancement.
- 8.4.7 Development and implementation of financial policies.
- 8.4.8 Centralised internal audit.



8.5 Policy Position on the 2012/15 Budget Years

8.5.1 Introduction

The 2012/15 MTREF budget is intended to give greater clarity and certainty, display stability and predictability as to the credentials and future capability of the municipality to sustain the provision of the social and economic needs of the People in terms of Schedule 4 and 5, of Part B of the Constitution of the Republic of South Africa.

The determination and setting of the growth parameters is underpinned by the macro economic objectives that are set by the National Government. In addition the growth parameters are as a direct result and influence of the CPIX during a year.

The new philosophy represents an Outputs/Outcomes Revenue driven approach. Revenue to fund expenditure is far important than the expenditure driven approach. (Estimates of expenditure are no longer the determining factor of the budget.)

In essence the entrenchment of this approach has now placed a premium that Senior Managers are required to motivate in detail as to why the Municipal Council should collectively vote to approve a certain budget allocation and simultaneously to be convinced as to how the budget allocation is to be spent and what results and standards of performance would be achieved on the social and economic needs of the people as guided in terms of Schedule 4 and 5 of Part B of the Constitution of the Republic of South Africa.

The simultaneous tabling of the Medium Term Budget and the Integrated Development Plan to stimulate discussion and debate in the Budget and Treasury Steering Committee will remain the first responsibilities of the Accounting Officer. This budget document contains a varying degree of information that is relevant to the MTREF Budget, for instance, the Votes and GFS (Government Finance Statistics) Functions to be funded, the sources of revenue, the recommendations with regard to the indicative allocations to the various Votes for revenue, operating and capital expenditure etc.

The MTREF Budget document contains both high and low level information that are consolidated into the following schedules, namely

- Estimates of Revenue by Source and Vote.
- Estimates of Operating and Capital Expenditure by Vote and Standard Item Category.
- Disclosures of Salaries, Wages and Allowance by rand value and statistics on Human Resources.
- Measurable Outputs and Outcomes per GFS Function
- Information on Investments.
- Other Budget Related Information.



The allocations in the budget are made to meet the following challenges.

EXTERNAL FOCUS

TOP TEN CHALLENGES IN THE DISTRICT INCLUDING OUR LOCAL MUNICIPALITIES.

- Water Reticulation
- Electricity
- Provision of Sanitation
- Roads
- Housing
- Development of the Local Economy including job creation
- Municipal Health Services
- Disaster Management and Fire Services
- Refuse Removal
- Recreation and Public Facilities

INTERNAL FOCUS

Top Ten Challenges

- The establishment of the Shared Services Centre.
- Management of the transition from a self funding institution to a District municipality that depends on grants.
- The compilation of Financial Statements and Annual Report that are GRAP compliant.
- Implementation of an effective and efficient performance management system.
- Skills Development – Based on Key Performance Areas.
- Effective and efficient Integrated I.T. system.
- Enhancement of an effective and efficient work culture and work ethic.
- Management of the Public Participation process.
- Revenue enhancement.



9. KEY PERFORMANCE AREA: GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

9.1. Introduction

The Department of Provincial and Local Government has identified Governance and Community Participation as one of the cornerstones of local government in the country. This is done in line with the legislative requirements as espoused by the Constitution, the Municipal Systems Act, the Planning and Performance Regulations, etc. A recent study conducted during the development of the 2006-2011 Local Government Priorities indicated that the key challenges facing local government in the area of governance and community participation are:

- Poor communication between council and communities
- Non functioning of ward committees

9.2. Status Quo Overview

Bojanala Platinum District Municipality has been doing fairly well in the area of governance and public participation. All wards in all local municipalities are functional and have been trained with the support of the district municipality. All ward members have been issued with name tags to identify them in their ward communities. The processes of developing the IDP and Budget in local municipalities have been conducted with participation of IDP Forums and direct contact with ward committees.

Community development workers have been deployed in all local municipalities where they assist communities with information about government services and community queries. The district municipality has developed a policy framework for the functioning of ward committees in line with the requirements of the Municipal Structures Act. This framework must be adapted to each of the local conditions and adopted by Council.

9.3 Key Issues and Challenges

- Ongoing support and training of ward committees.
- Adoption of the framework for the functioning of ward committees by all local municipalities.
- Quarterly reports to ward committees.



9.4 Objectives

9.4.1 Ensure Community Participation

The Municipal Systems Act requires a municipality to develop a culture of municipal governance that complements formal representative government with a system of participatory governance.

The District will ensure the strengthening of ward committees at local municipality level through capacity building, communication and consultation on key policy decisions of Council. Council will, through appropriate mechanisms, report to communities the performance of the municipality with regard to the implementation of the priorities and objectives of the IDP.

9.5 Programmes and projects

- 9.5.1 Adoption and implementation of the policy framework on the functioning of ward committees by all local municipalities.
- 9.5.2 Training of ward committees and community development workers.



10. HIGH LEVEL INDICATORS

Introduction

For better planning and actual monitoring of performance towards realisation of municipal goals there has to be set of indicators that will allow regular assessment to take place. These targets and indicators will steer the organisational towards a realisation of the broader goal of Better Life for All.

Annual targets will be set in smaller values through the Service Delivery and Budget Implementation Plans (SDBIPS) and would accumulate towards the eventual targets of the municipality.

The following are the BPDM Targets for the next five years:

| High Level Key Performance Indicators for the 3rd Generation Integrated development Plan of BPDM: 2012/17 | | | | |
|---|---|--|--|------------|
| Key Performance Area | BPDM Strategic Programme(s) | Measurement Standard | Outcome | Duration |
| Municipal Transformation and Institutional Development | A | An IDP that reflects all sectoral activities with regular consultative and monitoring reports | Well structured and reported implementation systems for state-led development programmes | five years |
| | A | Well implemented spatial budgeting targeting previously disadvantaged areas while also ensuring that formal areas have reliable infrastructure | satisfied communities with acceptable levels of access to basic infrastructure | five years |
| | A balanced infrastructure investment and sustainable economic development programme that is part of the IDP | reduced infrastructure failures across all settlement areas | increased investment flow into the district/region | five years |



| Key Performance Area | BPDM Strategic Programme(s) | Measurement Standard | Outcome | Duration |
|--|---|--|--|-------------|
| Municipal Transformation and Institutional Development | Implementation of continuous management reform and improvement | all executive, middle, lower management echelons and general municipal employees in possession of acceptable competency levels | A capable and development orientated District municipal administration | five years |
| | Empowering employees through focused and continuous professional/ skills development | 75 % retention rate of all staff on the municipality | Administrative stability and effective service delivery | five years |
| | Development and functionality of effective accountability and performance management mechanisms for councillors and officials | All levels of the Municipal Administration and Law-making institutions having entered into Performance/Service Delivery Agreements | An effective Accountability system across the municipality | three years |
| | Sound labour/management and HR relationships | 5 % and below disputes registered against the municipality or by the municipality against its employees | Stable labour environment and increased levels of excellence | three years |
| | Increased and appropriate utilisation of technology | 90 % utilisation of smart technologies across all levels of the organisation | World-class municipality | five years |



| Key Performance Area | BPDM Strategic Programme(s) | Measurement Standard | Outcome | Duration |
|----------------------------|---|--|--|-------------|
| Local Economic Development | Thriving and vibrant local economy and neighbourhoods | 6 % Economic growth/outputs by the District/Region with effective and modern urban management strategies/programmes in place | Increased investment inflows and better retention of investors in the Regional Urban Centres | five years |
| | Ongoing programme of contributing to the development of an employable, educated and skilled citizenry | trebling of the learnership intake into critical and technical streams of the municipality | Sufficiently trained technical and critical youth cadres | five years |
| | Facilitation of job creation and access to business opportunities | trebling of the current annual New Investments into the region, and doubling of the labour absorption rate in the region | reduced unemployment rate in comparison to the provincial norm of 2011 | five years |
| | Continuous and positive interactions with all key economic anchors and actors | One Investment Marketing Summit in the Region focusing on new industries hosted by the DM | Regional/International profile of the Region as an investment destination increased | three years |



| Key Performance Area | BPDM Strategic Programme(s) | Measurement Standard | Outcome | Duration |
|--|---|---|---|------------|
| Basic Service Delivery and Infrastructure Investment | A clean, safe and healthy municipality | Annual increase in access to, and provision of basic municipal services by 7 % | Reduced backlogs in relation to household based services, as well as reduced community complaints about service provision by municipalities | five years |
| | Increased investment & interventions in high level reliable economic infrastructure | More than 60% of the municipal infrastructure budget expended on regional bulk services by 2017 | Reliable economic infrastructure in place by 2017 | five years |
| | Universal access to quality, affordable and reliable municipal services (e.g. water, sanitation, electricity, refuse removal, transportation) | | | |
| | Regular investment in infrastructure (Maintenance & refurbishment) | | | |



| Key Performance Area | BPDM Strategic Programme(s) | Measurement Standard | Outcome | Duration |
|--|--|---|--|----------|
| Financial Viability and Financial Management | Sound financial management systems | Municipal Financial policies reviewed Annually | Stable financial management regime | annually |
| | Development of, and adherence to annual and medium term outlook on revenue and expenditure plans and targets | Expenditure Plans linked to revenue where there is adherence to 95 % expenditure rate on all programmes | Predictable programme management linked to expenditure plans | annually |
| | Concerted effort towards realising a Clean Audit outcome by 2014 | All Audit Queries addressed within three months after receipt of AGSA report | Clean Audit by 2014 | Annually |
| | Reduced dependency on grant transfers | Increased submission of strategic business plans to other state organs for funding of strategic regional projects | Reduced dependence on Levy Replacement Grant by the DM | annually |
| | Timely and accurate accounting of public resources and effective anti-corruption measures. | Quality Certified Monthly, Quarterly Reports and MTREF Budgets | Effective accountability regime for public resources | annually |



| Key Performance Area | BPDM Strategic Programme(s) | Measurement Standard | Outcome | Duration |
|---|--|--|---|------------|
| Good Governance and Community Participation | Functional community participation mechanisms and ward committees | 100 % Functional and effective ward committee structures at LM level | Improved confidence of communities in local government structures and decreased social distance between Councillors and communities | Annually |
| | Established feedback mechanisms in order to ensure responsiveness to communities | | | |
| | Continuous and special attention to historically marginalised and excluded communities | | | |
| | Equal, easy and convenient access for the public to the municipality and its services | 45 % Improvement on customer satisfaction in comparison to 2011 Customer Satisfaction Survey results | Improved municipal relations and service delivery to communities | biennially |
| | Effective intergovernmental relations | Key and Developmental decisions taken by all levels of the IGRF including substantive programme monitoring reports submitted by all sectors within the district/region | A strong developmental region | biannually |



11. CONCLUSION

The 2012/17 IDP will serve as a policy framework and general basis on which the 2012/15 MTREF budgets will be based as well as projections for the medium term as required by the Municipal Systems Act. It will also inform the 2012/13 Top-Layer Service Delivery and Budget Implementation Plan and the 2012/13 Technical Service Delivery and Budget Implementation Plan that will be approved by the Executive Mayor after the IDP and Budget have been approved at the end of May 2012.

The SDBIP will contain measurable Key Performance Indicators and Performance Targets. Implementation of these targets will be monitored by the Executive Mayor on a monthly basis through the Monthly Budget Statements required by section 71 of the MFMA and Council, through Quarterly Reports to Council as required by section 52 of the MFMA.